MSAF Unit Event Planning Guide

August 2013

Table of Contents

Table of Figures

Forward

Thank you for your interest in the Army Multi-Source Assessment and Feedback (MSAF) program. The goal of the MSAF program is to make leaders self-aware and it can enhance any organization's leader development efforts by identifying leadership strengths and developmental needs. An MSAF Unit Event allows Commanders/Directors to focus their units' leader development program and to create opportunities for unit leaders to engage in more frequent, open, and candid communication regarding leadership and, ultimately, to improve unit performance.

The purpose of this guide is to provide Unit POCs a step-by-step method to plan and execute a successful MSAF Unit Event that is consistent with the unit Commander's/Director's leader development objectives. It is your guide to creating a MSAF Unit event that meets your Commander's/Director's intent, minimizes the disruption to other unit activities, and benefits every Soldier and civilian involved. This guide explains the MSAF program; includes snapshots, planning tools, briefings, and web links; and provides references and points of contact. It provides you with a distinct advantage and a positive start in your planning by incorporating best practices and lessons learned from other units that recently completed their own MSAF unit events.

Your unit event is very important to us and to the Army. The support team at the Center for Army Leadership is available to help you through the entire process. One of our team members will be assigned to work with you from planning through execution to ensure your unit event meets your leader development goals.

V/R,

Center for Army Leadership

RESOURCES TO SUPPORT EXECUTION OF YOUR EVENT

In addition to this guide, **two interactive multimedia instruction (IMI) lessons** have been developed to support you in execution of your event. Each of these 30-minute IMI lessons describes the unit event process and provides examples and exercises to help you better understand your role in the process. These lessons are available on the MSAF website.

Unit Event Coordinators are also standing by to support you. **Contact information is listed on the MSAF website at: https://msaf.army.mil/Help/ContactUs.aspx.**

If you have IT or technical questions, contact the **MSAF IT Support/Help Desk at 913-563-7239**.

TERMINOLOGY DISCLAIMER

For the purposes of brevity in this guide, the following terms will be used throughout:

- **Unit Event Coordinators:** This term refers to both Military Officers who work for the MSAF Program Manager and contracted MSAF Support Operation staff.
- **Participants:** This term refers to both assessed leaders and assessors.

The MSAF Unit Event—What It Is and Why It Matters

MSAF UNIT EVENT OVERVIEW

The Center for Army Leadership's Multi-Source Assessment and Feedback (MSAF) Program is intended to increase leader self-awareness and provide leaders with direction for leadership improvement and sustainment. The program supports portions of the Army strategy related to sustaining a force led by competent, confident, and adaptive leaders. The impact is a better-led force, leaders who understand leadership competencies and attributes, and who are capable to lead across the full spectrum of operations. It is the intent of the Chief of Staff of the Army that all leaders are provided with the opportunity for self-evaluation of their leadership skills through periodic multi-source assessment and feedback. The MSAF Program and the unit event process are composed of the following components:

Exhibit 1. MSAF Unit Event Overview
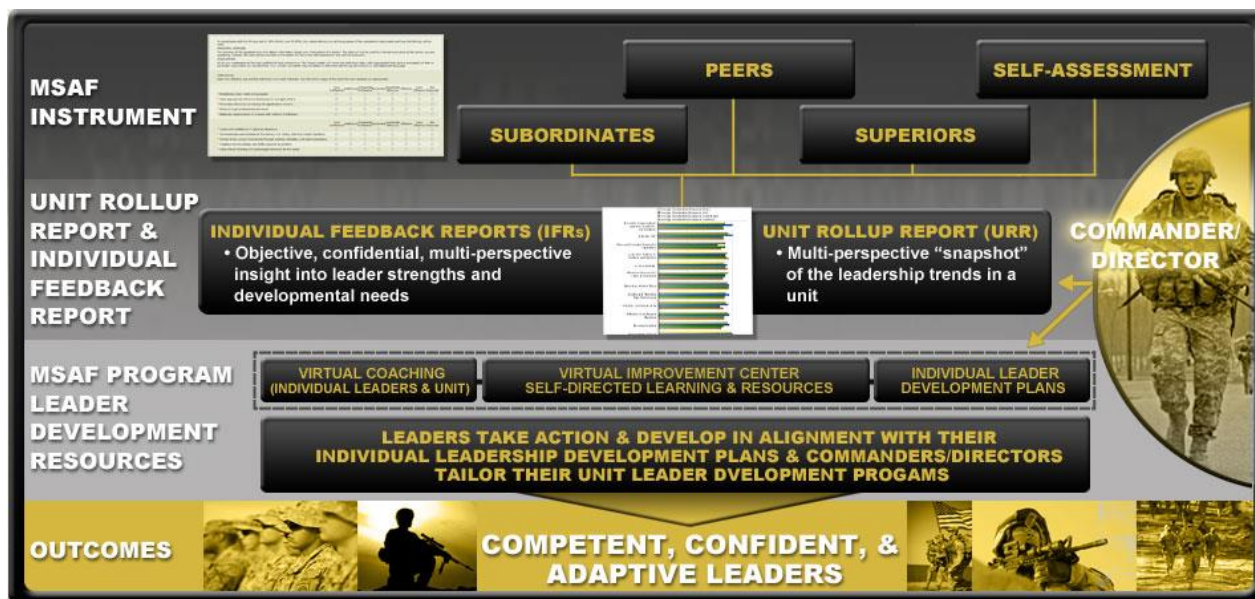
- **MSAF instrument:** The MSAF instrument is a survey used to assess the leader attributes and core leader competencies of the assessed leaders. Subordinates, peers, and superiors who are selected as assessors provide confidential, objective feedback to the assessed leaders.
- **Individual Feedback Reports (IFRs) and Unit Roll-up Reports (URRs):** Combined feedback collected via the MSAF instrument is sent to each assessed leader in the form of confidential individual feedback reports (IFRs). Aggregated feedback from all IFRs is also combined into a Unit Roll-up Report (URR) that is provided to the Commander/Director. The URR does not reveal the results of individual leaders' IFRs.
- **MSAF Program Leader Development Resources:**
    - **MSAF coaches:** MSAF coaches are primarily retired military that are trained to help leaders interpret and act on their feedback.
    - **Virtual Improvement Center:** This site includes online training, guides, podcasts, and a variety of other helpful leader self-development resources.
    - **Individual Leadership Development Plan (ILDP):** Leaders can set goals using the MSAF's ILDP. Leaders can do this on their own or work with a coach to do so.
- **Outcomes:** Leaders become more self-aware and adaptable, gain insight into their leader strengths and developmental needs, and can then set goals to help them achieve personal and

professional goals. Similarly, Commanders/Directors can tailor their unit leader development programs based on the feedback received from the URR. This in turn strengthens the Army's leadership as a whole.

IMPORTANT FEATURES OF AN MSAF UNIT EVENT

The following are important features of an MSAF unit event:

Feature	Description
Dependent upon Assessor and Assessed Leader Participation	The MSAF Program and the unit event process **completely** depend upon the following: • Assessors providing high quality feedback that is honest and accurate to assessed leaders. • Assessed leaders accurately completing their self-assessments and using their results to develop as leaders. Unit leaders' emphasis on the importance of the event and value of participation is critical to ensuring its success. If assessed leaders fail to complete the self-assessment, they will not receive an IFR, and the feedback from their survey groups will not be aggregated into the URR. If members of an assessed leader's survey group do not participate, they may prevent other assessors' feedback from being delivered to the leader, since a minimum number of assessors must complete a survey in order for the IFR to reflect feedback from each reporting group (superior, peer, subordinate). This is designed to ensure statistically valid data as well as confidentiality and anonymity.
Serves Purely Developmental Purposes	The feedback received via the unit event process serves purely developmental purposes. It is: • NOT an evaluation. • NOT used for selection. The unit-level results are aggregated to show leadership trends in the unit to help the Commander/Director tailor unit leader development programs. These results have no connection to any formal unit evaluation. Similarly, the assessed leaders who participate in the event maintain their own results, and it's up to them whether they share their feedback reports with anyone. Assessor feedback won't show up on leaders' evaluation reports nor be shown to superiors or anyone in the leaders' chain of command. *(Note that, although there is now an MSAF-related checkbox on all officer OERs, it does NOT mean that MSAF results are evaluated as part of the officer's OER. Rather, the checkbox simply requires the rater to certify that the rated officer has completed or initiated an MSAF within the last three years.)*
Ensures Feedback Is Confidential and Anonymous	All reports generated by the MSAF system present feedback results at the aggregate level so that feedback cannot be traced back to any particular assessor/assessed leader. The assessed leaders are the only ones who see their individual feedback reports (unless they choose to show them to others). Similarly, the Commander/Director receives the URR, and it's up to them whether it's shared with others in the unit or with senior Commanders/Directors. In addition, the MSAF system was designed with security features to ensure that all feedback is kept anonymous: • The system will not display data in an IFR for each reporting group until a

Feature	Description
	certain number of assessors provide feedback. When that occurs, the system aggregates the feedback received, and this aggregated data appears in the assessed leader's IFR as feedback from superiors, peers, or subordinates. • The server that houses MSAF results is owned by the Army, not a contractor. • The URR contains aggregate feedback from all IFRs, but it does NOT contain any open-ended comments.
Aligns with the Army's Leader Development Priorities	The MSAF Program is fully endorsed by the Army's senior leadership. In fact, the Army Chief of Staff has said that leader development is his top priority. Because of its importance, participation in the MSAF Program is required for all Army leaders, extending to all DA civilians, officers, NCOs across all components (i.e., active, guard, and reserve). Leaders are required to complete an MSAF individual event once every three years but can do so as frequently as every 18 months if they desire. See Appendices A-C, which include the MSAF-specific requirements contained within AR 350-1 and ALARACT 124-2008.

MSAF UNIT EVENT VICE AN INDIVIDUAL MSAF EVENT

The unit event process shares many similarities with the individual MSAF events that leaders can initiate on their own. However, there are two key differences:

- **Unit leadership selects all assessors.** In an individual MSAF event, leaders select their own assessors. However, for a unit event, unit leadership selects assessors within the assessed leaders' chain of command or others with whom they work (e.g., another unit with which they have a habitual relationship). Benefits of this include:
  - Assessed leaders are not told who their assessors are, so there is greater anonymity in the feedback they receive and a greater likelihood that assessors will provide candid and honest feedback.
  - Assessed leaders don't get to pick assessors who may provide them exclusively positive feedback (since leaders sometimes mistakenly think that their MSAF results will be used for evaluative purposes).
- **Individual feedback is aggregated into a URR.** MSAF combines the results of all individual feedback into an aggregate URR that provides a "snapshot" of the leadership trends in a unit at the time of the event.

KEY UNIT EVENT TERMS

Appendix D: Key Unit Event Terms contains a glossary of key terms associated with an MSAF unit event. Review this glossary in detail to ensure you have an accurate and consistent frame of reference for the MSAF terminology so you can communicate accurately to your unit.

UNIT EVENT BENEFITS

Assessed leaders, assessors, units, and the Army organization as a whole all benefit from MSAF unit events.

Assessed leaders benefit from unit events because they're able to:

- Understand how others perceive them.
- Understand their impact on others.

- Raise their self-awareness of their strengths and developmental needs through customized and confidential feedback.
- Serve as their starting point for continuous improvement of leadership skills.

Assessors benefit from unit events because they're able to:

- Communicate expectations to superiors, peers, and subordinates.
- Shape and guide the development of superiors, peers, and subordinates.
- Improve leaders' behavior.
- Improve communication between leaders and assessors.
- Increase familiarity and knowledge of Army leader competencies and component behaviors.
- Increase unit and organizational effectiveness.

Units benefit from unit events because unit leadership (i.e., you and your command team) is able to:

- Identify leadership performance gaps within your unit.
- Target your unit's leader development and training efforts.
- Create opportunities for unit leaders to engage in more frequent, open, and candid communication regarding leadership.
- Improve unit performance.

The **MSAF Program** benefits the Army in that it:

- Supports the Army's commitment to continuous learning.
- Reinforces values and skills important to the Army.
- Increases organizational effectiveness by creating focused, sustained behavior change and/or skill development.
- Sets the Army's expectation for the leader.

Unit Event Process Overview

PHASE I: PLANNING

The Planning phase is the most important and labor intensive phase in the unit event process. Effective front-end planning will improve your event and the usefulness of the feedback the assessed leaders receive. The following are key steps to plan a unit event.

DETERMINE WHY AND WHEN

Commanders/Directors work with CAL to complete several pre-planning activities. These activities help scope and set up the event.

- **Determine why you want to conduct the event & the event scope.** The Commander/Director starts by working with CAL to determine the drivers for conducting the event (e.g., has there been a recent change of command?). Based on the rationale for conducting the event, the Commander/Director then determines the scope and identifies the echelons and leaders that will be assessed and receive feedback.

- **Determine when the event will occur.** Next, the Commander/Director determines when the unit event will occur. The event should be integrated and consistent with the unit's training schedule.

- **Determine the event timeline.** The Commander/Director then determines the event timeline. Generally, 30 days should be allotted for each of the three phases ("30-30-30"), but this timeline can be adjusted to fit with your unit's training schedule. The scope of the unit event also impacts the timeline. The "30-30-30" estimate is a starting point that can be adjusted as needed.

  Note that, during the Planning phase, the 30-day period includes building and validating the Unit Event Template, which is a spreadsheet that lists information about all assessed leaders and their assessors, which is then uploaded into the MSAF system. Building this template accurately and working with the MSAF Unit Event Coordinators and MSAF IT/Help Desk teams to ensure its accuracy often takes the most time, particularly if there is a large number of leaders in your event.

- **Designate Unit POC(s).** Depending on the scope of the event, the Commander/Director may designate one or more Unit POCs to assist with event administration and implementation. The Unit POC must be able to execute the MSAF event according to CAL requirements, has to be familiar with the unit and have rapport with subordinate unit leaders, and exercise good initiative consistent with your guidance and intent.

IDENTIFY WHO WILL PARTICIPATE & BUILD UNIT EVENT TEMPLATE

Once the Commander/Director has selected the echelons that will participate in the event and when it'll occur, he/she needs to identify the individuals who will serve as assessors and provide feedback. This involves populating the Unit Event Template. A portion of a sample completed template is shown below.

The Commander/Director and Unit POC(s) should protect the Unit Event Template as a sensitive document to preserve the anonymity of assessors.

Once populated, the event template is uploaded into the MSAF system and used as the basis for the event. Once you move past the Planning phase, the Unit Event Template cannot be edited. Therefore, its accuracy is critical.

Exhibit 2. Sample Populated Unit Event Template

	A	B	C	D	E	F	G
1	Rank/Title	Last Name	Middle Name	First Name	AKO Email Address		Assessed Leader	Grouping Level
2	Rank of the individual	Individual's last name	Individual's middle name	Individual's first name	AKO email address	If the individual is an assessor, who is the Assessed Leader	Is this individual rating this leader as a superior, peer or subordinate? (Self/Superior/Peer /Subordinate) Can be multiple
3	CPT	OMEGA	A	JEFFREY	JOMEGA12@US.ARMY.MIL		SELF
4	MAJ	SMITH	A.	JOHN	JOHN.A.SMITH@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	SUPERIOR
5	MAJ	SMITH	Z.	ROGER	ROGER.Z.SMITH@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	SUPERIOR
6	LTC	SANDERS	X.	REGINALD	REGGIE.X.SANDERS@US.ARMY.MLL	JOMEGA12@US.ARMY.MIL	SUPERIOR
7	CPT	SNACKPACK	M	TED	TED.M.SNACKPACK@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	PEER
8	CPT	JONES	T.	SALLY	SALLY.T.JONES@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	PEER
9	CPT	JONES	C.	BEUFORT	BEUFORT.C.JONES@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	PEER
10	CPT	JONES	E.	DARCY	DARCY.E.JONES@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	PEER
11	CPT	JONES	D.	MICHAEL	MICHAEL.D.JONES@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	PEER
12	1LT	LOVE	A.	TAYLOR	TAYLOR.LOVE1@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	SUBORDINATE
13	SFC	SOX	L.	JAMES	JIM.SOX@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	SUBORDINATE
14	SGT	BEANY		FRANK	FRANKLIN.F.BEANY@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	SUBORDINATE
15	CPL	JEEP		YUVON	YOVON.JEEP@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	SUBORDINATE
16	PVT	WALGREEN	S	STEPHANIE	STEPH.WALGREEN123@US.ARMY.MIL	JOMEGA12@US.ARMY.MIL	SUBORDINATE
17	1LT	KAY	L.	MARY	MARY.KAY@US.ARMY.MIL		SELF
18	CPT	SNACKPACK	M	TED	TED.M.SNACKPACK@US.ARMY.MIL	MARY.KAY@US.ARMY.MIL	SUPERIOR
19	MAJ	SMITH	Z.	ROGER	ROGER.Z.SMITH@US.ARMY.MIL	MARY.KAY@US.ARMY.MIL	SUPERIOR
20	LTC	SANDERS	X.	REGINALD	REGGIE.X.SANDERS@US.ARMY.MIL	MARY.KAY@US.ARMY.MIL	SUPERIOR
21	1LT	GUINNESS	X.	HUEY	GUINNESS.HUEY@US.ARMY.MIL	MARY.KAY@US.ARMY.MIL	PEER
22	1LT	SHOP	S	MICHAEL	MICHAEL.SHOP@US.ARMY.MIL	MARY.KAY@US.ARMY.MIL	PEER

Each assessed leader needs at least 3 superiors, 5 peers, and 5 subordinates who can provide high quality feedback that is honest, candid, and accurate. These groupings are known as "survey groupings." (Survey groupings are discussed in more detail later in this guide.)

Accuracy is paramount. This includes accurate name spelling and the use of MSAF compatible email domains. If this information is wrong, the selected participants may not be able to participate in the event. (This topic is discussed in more detail later in this guide.)

COMMUNICATE PURPOSE & DEVELOPMENTAL BENEFIT OF THE EVENT

Communication about the purpose and developmental benefits of the event is critical to its success. Commanders/Directors are encouraged to do the following:

- **Place command emphasis on the event.** Ensure the unit knows that this event is important to the Commander/Director.
- **Inform leaders and assessors of the event's purpose and importance via a WARNO, official emails, etc.** Be sure to communicate the importance of the event as well as its purpose. If leaders know the event enhances unit leadership and their leader development, they're more likely to give it a high priority, support it with enthusiasm and commitment, and take the time necessary to provide high quality feedback.
- **Promote the opportunity for leaders to receive coaching.** Encourage leaders to take advantage of coaching. Although it's not mandatory, everything that the Commander/Director, his/her staff, and the MSAF Government and Unit Event Coordinators do is designed to get your leaders on the phone, with a quality IFR, with one of the MSAF coaches.

Resources:

- **Unit Event Briefs:** The MSAF Unit Event Coordinators have developed unit event briefs that you can tailor and use when communicating about the event to your unit. These briefs are contained in Appendices E-F.
- **Unit Event Operation Order Template:** The MSAF team has developed a Unit Event Operation Order Template that you can also tailor and use for your event. See Appendix G: Unit Event Operation Order Template.

PHASE II: COLLECTION

During the Collection phase, feedback is collected from the assessed leaders and assessors who are participating in the event. Unit event participants support this phase in the following ways:

- All **assessed leaders and assessors** receive a system-generated email informing them of the event and requesting their participation. They're directed to the MSAF website to complete MSAF training that will help them participate most effectively. They'll also receive additional instructions for completing their assessments.

- The **Commander/Director** continues to place command emphasis on the event to sustain enthusiasm and commitment. In addition, he or she encourages subordinate commanders and leaders to talk to their subordinates about completing assessments.

- The **Unit POC** monitors the event throughout the Collection phase and will receive periodic Assessment Completion Reports from the Unit Event Coordinator. The MSAF database will also send automated reminders to assessors that haven't completed all their surveys. The Unit POC provides updates to the Commander/Director on how many assessments have been completed. He or she can also send reminders to those participants with incomplete assessments through the chain of command. Note that the Unit POC can't view the actual assessments or the feedback contained within them, just their status.

PHASE III: DEVELOPMENT

At the end of the Collection phase, assessed leaders receive their IFRs, and the Commander/Director receives the URR. The unit then moves into the Development phase. During this phase, leaders and Commanders are highly encouraged to work with an MSAF coach to help them interpret their feedback and set goals.

Assessed leaders receive a system-generated email directing them to the MSAF website to access their IFR and request coaching. They're then encouraged to work with a coach to develop their ILDP.

Exhibit 3. MSAF System-Generated Email & MSAF "Request Coaching" Screenshot
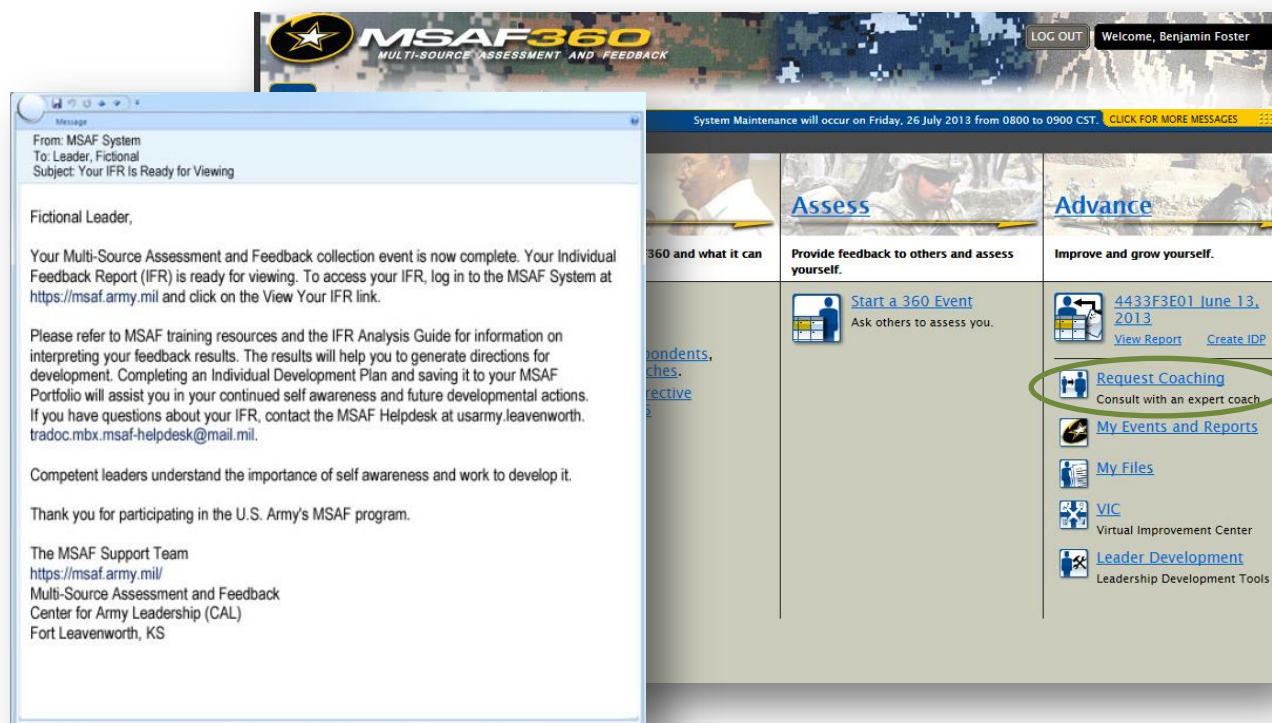
When the Collection phase is completed, a coach will send the Commander/Director the URR. Remember that the URR is an aggregate of the competency ratings among all assessed leaders. CAL also offers units the option of receiving a URR-Interpretation (URR-I) Report. This report is completed by the MSAF team and provides additional analysis of the URR in narrative format. The Commander/Director can request the URR-I from CAL. Once the Commander/Director receives the URR and/or URR-I, he/she is encouraged to work with a coach to discuss the results and plan for using them to guide unit leader development. Refer to Appendix H: Sample Unit Roll-up Report (URR) to view a sample URR.

POST-UNIT EVENT ACTIVITIES
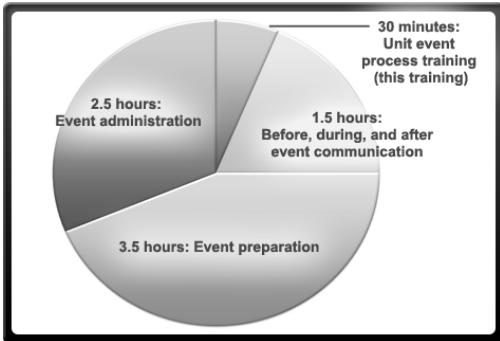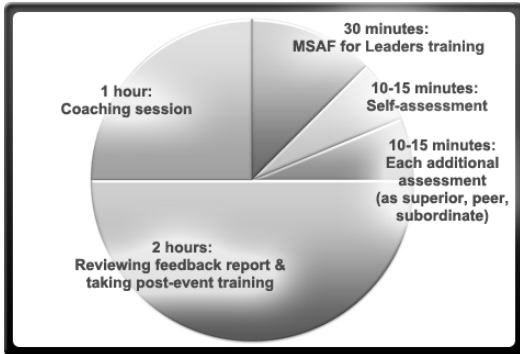
AFTER ACTION REVIEWS (AARS)

All participants in the unit event process are asked by CAL to provide feedback to improve the event for the next unit. The MSAF Unit Event Coordinators will solicit your feedback. Commanders/Directors are encouraged to conduct AAR(s) following the unit event and to provide feedback from these AARs to CAL.
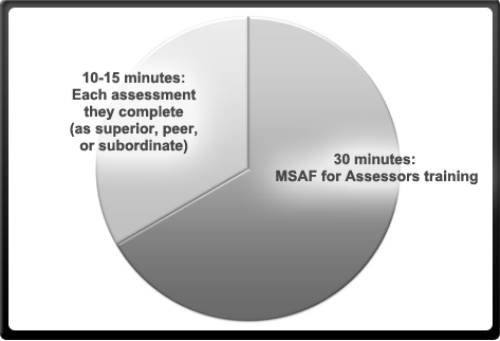
IMPLEMENTATION

Encourage the assessed leaders to implement their ILDPs and monitor their improvement. Encourage them to take the training on the MSAF website that discusses using their results to develop as a leader. In addition, direct leaders to the other leader development resources located on the MSAF Virtual Improvement Center website. Like the assessed leaders, the Commander/Director is also encouraged to implement his/her plan and to put the unit leader development initiatives into practice.

Roles and Resource Expenditure Overview

Unit Participants		
Participant	**Role/Responsibilities**	**Estimated/Average Resource Expenditure**
Commander/ Director	The Commander/Director leads the MSAF unit event for his/her unit. Commanders/Directors work with CAL to ensure the success of the event, but they ultimately are responsible for the event.	1.5 hours total. It is divided as follows:
Unit POC	The Unit POC is often a Deputy, Executive Officer, or Operations Officer. This individual (or individuals) supports the Commander/Director primarily during the Planning and Collection phases of the unit event.	8 hours total. It is divided as follows:
Assessed Leaders	Assessed leaders provide feedback to other leaders participating in the unit event, complete their self-assessment, and then use their feedback to plan for their development.	4 hours total (depending on the number of assessments they are asked to complete). It is divided as follows:

Assessors	Assessors provide the high quality feedback that is honest, accurate, and candid to assessed leaders.	45 minutes (depending on the number of assessments they are asked to complete). It is divided as follows:

CAL Support		
Coaches	Coaches are primarily retired Army leaders who have been certified to perform MSAF coaching. They help leaders interpret their IFRs and Commanders/Directors interpret their URRs.	
CAL Unit Event Coordinators	The CAL and contracted support teams facilitate execution of your unit event. They include the following individuals/groups: • **CAL:** CAL MSAF Program Manager , CAL MSAF Event Coordinators , and CAL MSAF Coaching Coordinator • **Contracted support:** Unit Event Coordinators, MSAF IT Support/Help Desk, and Coaching staff Contact information for the above personnel is available at: https://msaf.army.mil/Help/ContactUs.aspx.	

Commander/Director Responsibilities

The Commander/Director and Unit POC(s) work together with CAL and their units to successfully execute a unit event. This section of the guide focuses on the responsibilities of the Commander/Director. For more information beyond what is provided here, refer to the Leading the Success of Your Unit Event (Commander/Director) interactive multimedia instruction (IMI) lesson on the MSAF website.

COMMANDER/DIRECTOR RESPONSIBILITIES IN THE PLANNING PHASE

DETERMINE DRIVERS

Identifying the drivers behind why you want to conduct an event helps you plan an event that meets your unit's needs. The first step is figuring out if a unit event is the right solution for you.

If...	Then...
You're interested in receiving aggregate, unit-level feedback about leadership trends in your unit.	You should conduct a unit event!
You're interested in having individual leaders participate and receive feedback (e.g., to help officers fulfill the DA requirement for officers to initiate an individual 360 assessment), but aren't interested in the aggregate, unit-level feedback.	You should direct the appropriate leaders to complete individual events and have them notify you when the requirement is complete. (This wouldn't be considered a unit event.)

Why Might You Want to Conduct a Unit Event?

Reason	Explanation
Solicit feedback following unit training event	Many Commanders/Directors find it beneficial to conduct a MSAF unit event as part of a training event. In these cases, leaders are assessed solely based on their performance within the training event. Tying the MSAF unit event to a training event is beneficial for the following reasons:
	• Helps bring out particular leader behaviors, both good and bad, due to increased visibility in the stress-filled training environment
	• Helps individual leaders pinpoint a specific incident and behavior that inspired their scores from a particular survey grouping (e.g., "I lost my temper at one point during the event because I wasn't getting enough sleep and didn't respond well to an unanticipated change to the plan. I didn't have a sufficient leader rest plan in place and as a result was tired and couldn't do my job effectively.")
	• Lessens leaders' likelihood to rationalize or explain away the feedback they receive
	• Helps the Commander/Director pinpoint leadership trends in the unit using the URR, which he/she can then use to target topics for the unit leader development program
	(In some cases, it may not be possible to tie a unit event to a collective training event given the unit's training schedule. If that's the case, there are still many benefits to conducting a unit event that isn't linked to a specific training event.)

Reason	Explanation
Validate information learned via other assessment tools	Some Commander/Directors want to do a "triangulation" or a comparison with what they've learned via other assessment tools, such as their command climate survey and/or informal feedback solicited while walking around and observing performance. In these instances, you can use the MSAF unit event to provide additional information and validation of what you've learned via these other methods.
Get a "read" on a unit following a change of command	Following a change of command, you may want to conduct a unit event to help the incoming Commander/Director better understand the unit. (In some cases, your superior may dictate an MSAF event as part of change of command standard procedures for an outgoing subordinate commander.) In cases where the outgoing Commander/Director doesn't conduct a unit event, you may want to conduct an MSAF event as the incoming Commander/Director to help you get a "read" on your new unit.
Identify leader development needs in the unit	In some cases, you may suspect that there are challenges or issues at certain levels of command within your unit. By conducting a unit event and assessing the appropriate echelon, you may be able to gain insight into what's causing the challenges/issues and how to remedy them.
Prepare for deployment	Some units conduct unit events during pre-deployment training exercises (e.g., their MSAF event is linked to a Mission Ready Exercise or CTC rotation). This helps you identify potential issues and allows time for you to adjust/train prior to deployment.

DETERMINE SCOPE

Consider why you're conducting the event. If you want to identify leadership needs at a particular level of leadership, then the decision about who will participate is a clear one.

Depending on how you want to use the feedback you receive, you can structure your URR so that different sections of the report contain leadership trends/feedback from particular organizational levels in your unit. Note the following:

- The MSAF system can only produce a URR that goes down two organizational levels. This means that if you're conducting a brigade level event, for instance, your URR can only contain leadership trends from the assessments completed at the brigade and battalion levels. Similarly, if conducting a battalion level unit event, your report will only include leadership trends from the battalion and company levels.
- It is possible to include additional organizational levels in the unit event; however, they won't receive a URR (those leaders will still get IFRs).
- In some cases, you may want to look at trends within each sub-entity within a particular organizational level (i.e., you may want separate URRs for every company in a battalion-level event). It's important to communicate this to CAL so that they can ensure your event is built appropriately within the system.

Once you decide what reports would be most helpful to you, this information is used to build the customized Unit Event Template spreadsheet for your event that will produce the desired URR. The diagram depicts a unit event where the Commander wanted to receive a BN-level URR as well as separate URRs for each company in the battalion.

Exhibit 4. Unit Event Scope Example
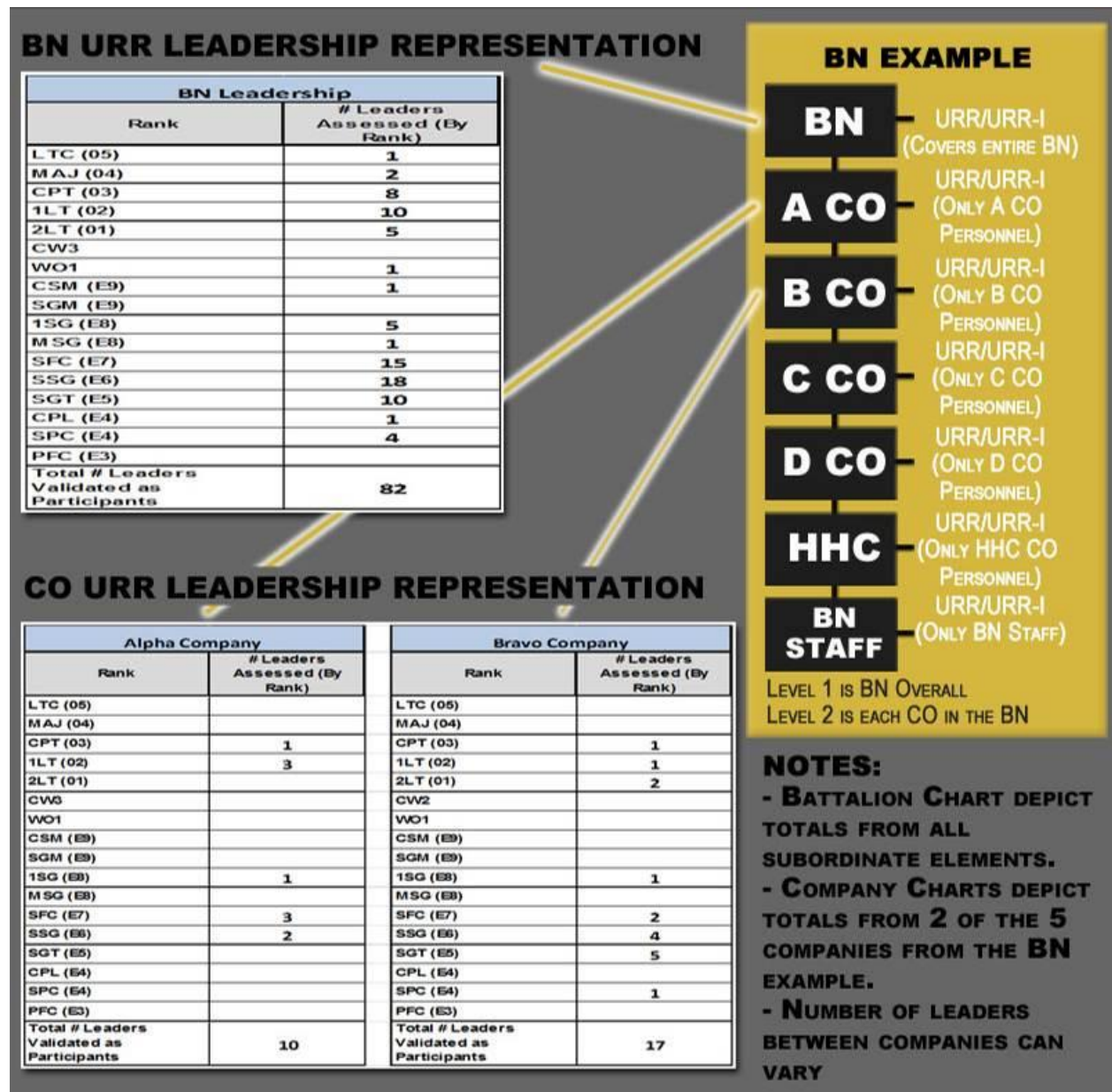
DETERMINE WHEN THE EVENT WILL OCCUR AND ITS LENGTH

- **Identify When the Event Will Occur.** Determine when to conduct your event consistent with your unit's training schedule. Keep in mind the following points:
  - o Do not underestimate the time it will take to build the Unit Event Template or to complete collection.
  - o Consider dedicating time on the training schedule for assessors to complete surveys during the Collection phase.

- o   If you plan to link the MSAF Unit Event with a training event, complete the Planning phase prior to executing the training event and begin the Collection phase after the training event. Allow time between the end of the training event and the start of the Collection phase so assessors can focus on providing feedback rather than recovering from the training event.

- **Determine the Event Timeline.** The standard length of each phase is 30 days (for a total of 90 days for the full event). However, this can be adjusted, as needed, depending on the scope of your event, your training schedule, and unit efficiency.

- **Put Major Unit Event Milestones on the Calendar.** Schedule a URR coaching session with an MSAF coach to occur after the command team's IFR coaching session. The date of this coaching session may be adjusted, but by planning for it on the front end, you ensure that it's on your radar and does not get forgotten.

  You'll also participate in a few post-unit event activities including an AAR with CAL. Some units choose to conduct unit AARs following the event and then pass this feedback to CAL. If you choose this approach, it's recommended that you schedule internal unit debriefs/AARs on the training calendar/office calendar during the Planning phase. By scheduling early, you ensure that these AARs are prioritized, and that the unit is aware of them and cataloguing their thoughts throughout the event (versus waiting until the very end to do so).

  CAL suggests that you schedule internal AAR(s) about three weeks after the event and the CAL AAR about a week after that to allow for the completion of all reports and coaching.

ALLOCATE APPROPRIATE RESOURCES

Be sure to consider both when and where participants will complete their assessments. By considering these factors, you'll increase the level of participation and accuracy of the feedback.

- **When:** Put the event on your unit training calendar and block off time to complete assessments during the duty day.

- **Where:** Secure the appropriate room/computer resources to support the event.

IDENTIFY UNIT POC(S)

Consider the following when selecting Unit POC(s):

- Select more than one Unit POC if you're conducting a multi-echelon event.

- The Unit POC must be able to execute the event according to CAL requirements, be familiar with the unit, have rapport with subordinate unit leaders, and exercise good initiative consistent with your guidance and intent.

- Think about selecting a Deputy, Executive Officer, or an individual from the Operations section.

- Direct the selected individuals to take the Unit POC training located on the MSAF website.

DEVELOP UNIT EVENT TEMPLATE

Building Survey Groupings

Survey groupings should be built and populated within the Unit Event Template in accordance with the leaders' rating chain/chain of command/TDA document/organizational structure. In some instances, assessors may be outside the chain of command (e.g., you may include assessors from outside units with whom you have a habitual relationship). The intent is to select assessors for each leader who meet the following criteria:

- Will provide high quality feedback that is honest, accurate, and candid
- Have at least three months of tenure working with the leader
- Have seen the leader perform in multiple settings

In some instances, however, assessors may be selected who do not meet these criteria but are still able to provide valid feedback. Use your best judgment in these instances.

Remember that this differs from an individual MSAF event, for which leaders select their own assessors who may or may not be in their chain of command.

Assign at least 3 superiors, 5 peers, and 5 subordinates to every assessed leader. Less than the prescribed number (3-5-5) of assessors impairs feedback and reporting, as the system may not provide feedback from a particular survey group if enough people don't participate. More assessors means higher-quality feedback and increased anonymity for assessors—there really is safety in numbers.

Survey groupings are intended to be confidential; therefore, the spreadsheet containing all survey groupings should be treated as a sensitive document. Remind your Unit POC that the Unit Event Template should never be shared in its entirety with anyone in or outside the unit (except the MSAF Unit Event Coordinators and the Commander/Director). Specified leaders within subordinate units may be asked to provide a quality assurance check of certain segments of the spreadsheet (i.e., check the information of the leaders within their unit who are participating); they should receive only their portion of the spreadsheet when performing this check.

Importance of Data Entry Accuracy & Ensuring Leaders Register on the MSAF Website

Accuracy of all leader information is absolutely critical. This means that you should **ensure that your Unit POC verifies the accuracy of all MSAF compatible email domains and addresses** (i.e., AKO, NKO, etc.), **checks all name spellings**, including all assessed leaders/assessors on the spreadsheet, and **checks for typographical errors**. Once your event goes into the Collection phase, the MSAF system does not permit ANY edits to the spreadsheet. You will not be able to modify incorrect email addresses, adjust survey groupings, nor add additional leaders who you may have been left off the list. Accuracy in the Planning phase is paramount.

In addition, **all participating leaders and assessors must be registered in the MSAF system** in order to participate. Direct the Unit POC to notify all unit participants and instruct them to log in and register on the MSAF Website. When they register, ensure they use the same email address that was used in your Unit Event Template. If this doesn't occur, the leaders/assessors won't be able to participate in the event and/or won't receive MSAF system emails.

Refer to Appendix A:Appendix I: How to Populate and Validate Your Unit Event TemplateAppendix I: for additional details regarding how to populate your unit's spreadsheet.

PLACE COMMAND EMPHASIS ON EVENT

Placing command emphasis on the event and communicating about it are two important ways of ensuring the success of your event.

Technique	Description
Use the Unit Event Briefs	CAL has developed Unit Event Briefs that you can use as a template to inform and communicate the program to subordinate units, leaders, and assessors. The briefs are included in Appendices E-F of this guide. Be sure to emphasize the developmental, non-evaluative nature of participating in the MSAF event; the anonymity of providing feedback; and the confidentiality of all feedback reports. Consider holding a series of briefings to explain the purpose and importance of the event.
Stress the Importance of High Quality Feedback	The success of the unit event hinges on every assessor providing high quality feedback that is honest, candid, and accurate. Make this point very clear to your assessors and encourage them to take the MSAF Assessor's training to help prepare them for their role. Remind them that you've allocated time during the duty day for them to complete assessments and that each assessment should take no more than 10 minutes of their time.
Emphasize	Emphasize to your subordinate leaders that they should be encouraging participation

Technique	Description
Communication at All Levels	at their level. Although it's important that the senior leadership stress the event's importance, leaders may take the message more seriously if it's reinforced by a direct supervisor or peer whom they respect and work with directly.
Encourage Leaders to Sign Up for Coaching	Strongly encourage the leaders in your unit to sign up for coaching. The MSAF unit event is most beneficial when participating leaders and you, as the Commander/Director, work with the MSAF coaches. Refer to the information below to help you promote the benefits of coaching to your leaders. **What do coaches do?** Coaches do the following to assist leaders and units with their development: - Help the assessed leaders understand and appreciate their feedback as it relates to their leadership behaviors/competencies - Instruct on how to reach the next level of knowledge and skill - Help explain assessment results, identify strengths and developmental needs, recommend actions, and provide Individual Leadership Development Plan (ILDP) guidance - Keep individual and feedback guidance confidential **Who are the MSAF coaches?** The majority of MSAF coaches are experienced retired senior Officers, Warrant Officers, NCOs, and DA Civilians ranging in rank from First Sergeant through Brigadier General. Each is qualified and certified as a coach through CAL. The coach will have held an equal or senior position to the leaders that they coach. **How do you request coaching?** After leaders receive their IFR, they must actively request a coach by selecting the "Request Coaching" button on the MSAF website. This then sends an automated email to CAL who pairs the leader with a coach. The coach will then get in touch with the leader via email or phone to request the leader's IFR and set up a one-hour initial virtual coaching session. (Additional sessions may be conducted if needed and at the discretion of CAL based on funding availability.)

COMMANDER/DIRECTOR RESPONSIBILITIES IN THE COLLECTION PHASE

During the Collection phase, ensure all participants complete their assessments in a timely fashion.

- **Serve as a role model.** To encourage unit participation, serve as a role model by participating in the event yourself, either as an assessed leader, feedback provider, or (preferably) both. That way, you're leading by example, and your subordinates are more likely to take the event seriously and dedicate time to completing their surveys.
- **Use planned resources.** Support the allocation of time and resources as determined during the Planning phase. If you reserved computers in a certain area or during a certain time of day, remind participants of this and encourage them to take advantage of these resources.
- **Monitor progress.** To successfully monitor progress, do the following:
    - o Work with your Unit POCs to review the Assessment Completion Report sent by the MSAF Unit Event Coordinators on a weekly basis. (You can request that the report be sent more frequently.) This report lets you know who has and has not completed their surveys. Refer to Appendix J: Sample Assessment Completion Report to view a sample Assessment Completion Report.

- o Take notes throughout the process on successes and areas for improvement. These can then be consolidated in preparation for unit AARs and the CAL AAR.
- o Decide when to close collection based on the amount of time available and how many leaders have participated (i.e., how many leaders have completed self-assessments and how many assessors have provided feedback). You don't need 100% completion, but you do need to make sure survey groupings are sufficient for adequate feedback.
- o Direct MSAF Support Operations/Event Coordinators to close collection when you are ready, and they will do so.
- **Sustain enthusiasm.** Make MSAF completion a point of emphasis during command and staff meetings. Work within the chain of command to ensure as many participants as possible complete their surveys. Encourage your subordinate leaders to emphasize the importance and value of participating.

COMMANDER/DIRECTOR RESPONSIBILITIES IN THE DEVELOPMENT PHASE

Once you've decided to close your event, you move into the Development phase. During this phase, leaders will receive their IFRs and you will receive your URR. During this phase, you should:

- **Continue to promote the value of coaching and building a development plan.** Encourage all participating leaders to make use of the coaching option to help them interpret their feedback and plan for their development.
- **Encourage leaders to use other MSAF Program resources.** Have them take the "Using Your Results to Develop as a Leader" Lesson on the MSAF website. Encourage use of the resources on the Virtual Improvement Center, including the Self-Development Handbook, Leader Development Improvement Guide, and IFR Analysis Guide.
- **Participate in a URR coaching session and schedule a personal coaching session if you participated as an assessed leader and received an IFR.**

COMMANDER/DIRECTOR RESPONSIBILITIES: POST-UNIT EVENT ACTIVITIES

PROVIDE FEEDBACK

A CAL representative will contact you at the completion of the unit event to solicit feedback to improve support operations, verify the effectiveness of the format and content of the URR/URR-I, and determine the extent to which the MSAF unit event supports your unit leader development program. As the Commander/Director, you should:

- Be prepared to conduct a 10-15 minute, telephonic interview with a CAL representative. The CAL representative will make these arrangements at your convenience.
- Consolidate relevant feedback from unit AARs and share the results during the interview.
- Share personal observations regarding the MSAF unit event that will help the MSAF Support Operations Team execute a more effective MSAF unit event with the next Commander/Director.

IMPLEMENT APPROPRIATE INDIVIDUAL AND UNIT LEADER DEVELOPMENT ACTION

Your MSAF unit event provides IFRs to individual leaders that identify their leadership strengths and developmental needs. The command team receives the URR that identifies leadership trends across the unit that provide focus for the unit leader development program. As the Commander/Director, you should:

- Encourage assessed leaders to implement their ILDPs and monitor their improvement.
- Encourage assessed leaders to take the training on the MSAF website that discusses using their results to develop as a leader. In addition, direct these leaders to the other leader development resources located on the MSAF Virtual Improvement Center website.
- Execute unit leader development initiatives.

Unit POC Responsibilities

The Commander/Director and Unit POC(s) work together with CAL and their units to successfully execute a unit event. This section of the guide focuses on the responsibilities of the Unit POC(s). For more information beyond what is provided here, refer to the Supporting Your Unit Event (Unit POC) interactive multimedia instruction (IMI) lesson on the MSAF website.

UNIT POC RESPONSIBILITIES IN THE PLANNING PHASE

WORK WITH THE COMMANDER/DIRECTOR TO SCOPE & STRUCTURE THE EVENT

- **Help determine which leaders will be assessed.** Your Commander/Director's intent identifies the outcomes he/she expects to achieve by conducting the event. Work with the Commander/Director as necessary to identify which echelons of command should be involved, and which leaders should be assessed to meet these outcomes (e.g., all CPTs, all Company Commanders).

- **Help determine the data your URR will reflect.** Depending on how your Commander/Director plans to use the feedback in the URR, he/she may direct that the URR aggregate the data from the feedback on a specific echelon of unit leaders in order to focus on leadership trends for that particular cohort. Note the following:
  - The MSAF system can only produce a URR that goes down two organizational levels. This means that if you're conducting a brigade level event, for instance, your URR can only contain leadership trends from the assessments completed at the brigade and battalion levels. Similarly, if conducting a battalion level unit event, your report will only include leadership trends from the battalion and company levels.
  - It is possible to include additional organizational levels in the unit event; however, their results won't be part of the trends reported in the URR (the leaders will still get IFRs).
  - In some cases, the Commander/Director may want to look at trends within each subordinate level of command or directorate (i.e., he/she may want separate URRs for every company in a battalion-level event). It's important to communicate this to CAL so that they can ensure your event is built appropriately within the system.

  Once the Commander/Director decides which data would be most helpful, this information is used to build the customized Unit Event Template spreadsheet for your event that will result in a URR for the desired echelon. Your Commander/Director may ask you to work with him/her to decide on the scope. In some instances, Commanders/Directors have asked their Unit POCs to solicit recommendations from CAL regarding event scope. The Unit POCs have then presented those options to the Commander/Director.

- See Exhibit 4. Unit Event Scope Example for additional information.

POPULATE AND VALIDATE YOUR UNIT EVENT TEMPLATE

Once your Commander/Director has determined the scope and structure of your event, you'll need to communicate this information to the MSAF Unit Event Coordinators. They'll create a customized Unit Event Template that is structured appropriately for your event based on your guidance. This means that it will have the correct amount of tabs to produce the desired reports. You'll then need to populate your customized template with participant information. Refer to the Develop Unit Event Template section earlier in this guide for information about the importance of accurate data entry.

In addition, **all leaders and assessors must be registered in the MSAF system** in order to participate. You should notify all unit participants and instruct them to log in and register on the MSAF website and have them report to you that they have accomplished this task. When they register, ensure they use the same email address that was used in your Unit Event Template. If this doesn't occur, leaders/assessors won't be able to participate in the event and/or won't receive MSAF system emails.

Refer to Appendix I: How to Populate and Validate Your Unit Event Template for detailed guidance on how to populate, review, and validate your Unit Event Template to ensure the success of your event.

SUPPORT YOUR COMMANDER/DIRECTOR'S COMMUNICATION ABOUT THE EVENT

Your Commander/Director will place command emphasis on the event and communicate to the unit about it. Your role is to support his or her message to help ensure the success of your event. Refer to the Place Command Emphasis on the Event section. This section outlines the Commander/Director's role in communicating about the event, and your role is to support him/her in this process.

UNIT POC RESPONSIBILITIES IN THE COLLECTION PHASE

As your unit moves into the Collection phase, you should:

- Confirm that all participants (the assessed leader, subordinates, peers, and superiors) receive an initial, system-generated email message directing them to take the initial training and complete their assessment(s).
    - o In the past, some participants have experienced email notification failures due to the AKO auto-forward not forwarding to a correct email address. If any of your personnel receive email error messages during initial notification, they will probably not get any of the automated emails that are sent out as reminders to finish their surveys. This means you will have to contact them through normal chain of command channels.
- Instruct participants to contact the MSAF IT Support/Help Desk at 913-563-7239 with technical questions. Work with the MSAF IT Support/Help Desk to troubleshoot any errors.

MONITOR THE EVENT

During collection, you'll monitor the event and provide updates to your Commander/Director. To do so, you need to:

- **Review weekly Assessment Completion Reports.** The MSAF Unit Event Coordinators will send you weekly Assessment Completion Reports via email (or more frequently upon request). CAL recommends that you use the report to inform the Commander/Director about event status. Use the chain of command and follow up with other Unit POCs as needed to direct participants to complete their assessments.
    - o Note that you cannot view the actual assessments via the Assessment Completion Report; you only see completion status. Only the leaders receiving feedback have access to their feedback.
- **Help your Commander/Director decide when to close the event.** Support the Commander/Director in deciding when to close collection based on the amount of time available and the number of individuals that have participated/completed (i.e., the number of participating leaders who have completed self-assessments and the number of assessors who have provided feedback). Note the following:
    - o You don't need 100% completion, but you do need to make sure survey groupings are sufficient to provide adequate feedback.
    - o When your unit is ready to close collection, direct the MSAF Unit Event Coordinators to close collection, and they will do so.

UNIT POC RESPONSIBILITIES IN THE DEVELOPMENT PHASE

Once your unit has decided to close the Collection phase, you'll move into the Development phase. Participants will receive an email letting them know that their IFRs are ready for viewing.

During the Development phase, you'll support the event by:

- Helping to initiate and coordinate coaching for assessed leaders. Refer to Appendix J:: Sample Emails to Distribute to Initiate the Development Phase in Your Unit Event to view sample emails you can use and tailor to communicate to your unit.

- Coordinating with the MSAF Support Coaching Support Staff to ensure that the Commander/Director receives a URR and associated interpretation, if he/she requested it.

UNIT POC RESPONSIBILITIES POST-UNIT EVENT ACTIVITIES

PROVIDE FEEDBACK

A CAL representative will contact the Unit POC at the completion of the unit event to solicit feedback to improve support operations, verify the effectiveness of the format and content of the URR/URR-I, and determine the extent to which the MSAF Unit Event supports the Commander/Director's unit leader development program. The Unit POC should:

- Be prepared to conduct a 10 to 15 minute, telephonic interview with a CAL representative. The CAL representative will make these arrangements at your convenience.

- Consolidate relevant feedback from unit AARs and share the results during the interview.

- Share personal observations regarding the MSAF Unit Event that will help the MSAF Support Operations Team execute a more effective MSAF Unit Event with the next Commander/Director.

Appendix A: ALARACT 124/2008

SUBJ: MULTI-SOURCE ASSESSMENT AND FEEDBACK PROGRAM

1. REFERENCES:
A. U.S. ARMY COMBINED ARMS CENTER (NOV 01). THE ARMY TRAINING AND
LEADER DEVELOPMENT PANEL OFFICER STUDY REPORT TO THE ARMY FORT
LEAVENWORTH, KS.
B. U.S. ARMY COMBINED ARMS CENTER (JUL 04). TASK FORCE LEADER
DEVELOPMENT AND EDUCATION (LDE) IMPLEMENTATION.
C. HEADQUARTERS, DEPARTMENT OF THE ARMY (NOV 06). REVIEW OF TRAINING,
EDUCATION AND ASSIGNMENTS FOR LEADERS. FINAL REPORT, WASHINGTON, DC.
D. CG, TRADOC BRIEFING (JUL 07). IN PROGRESS REVIEW 2 TO CSA ON ARMY
INITIATIVE #5, ACCELERATE LEADER DEVELOPMENT.
E. HEADQUARTERS, DEPARTMENT OF THE ARMY (OCT 06). ARMY LEADERSHIP, FM
6-22, WASHINGTON, DC.
F. HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND (AUG
02). INSTITUTIONAL LEADER TRAINING AND EDUCATION, TRADOC REGULATION
350-10.

2. THE PURPOSE OF THIS MESSAGE IS TO ANNOUNCE THE IMPLEMENTATION OF AN
ARMY-WIDE PROGRAM TO ENHANCE LEADER DEVELOPMENT THROUGH THE MULTI-
SOURCE ASSESSMENT AND FEEDBACK (MSAF).

3. BACKGROUND.
A. MSAF IS A PROGRAM TO ENHANCE LEADER ADAPTABILITY AND SELF-AWARENESS
AND TO IDENTIFY ARMY LEADERS' STRENGTHS AND WEAKNESSES. ASSESSMENTS
ARE MADE FROM THOSE WHO SURROUND A LEADER - SUBORDINATES, PEERS, AND
SUPERIORS. MULTI-SOURCE ASSESSMENTS ARE ALSO CALLED 360 DEGREE
ASSESSMENTS. MSAF BUILDS ON THE ARMY'S STANDARD PRACTICE OF CONDUCTING
AFTER ACTION REVIEWS FOR UNITS.
B. MSAF WILL PROVIDE ALL ARMY LEADERS INFORMATION THAT WILL BENEFIT
THEM IN CURRENT AND FUTURE LEADERSHIP POSITIONS. MSAF WILL REQUIRE A
CANDID AND HONEST ASSESSMENT BY THOSE ASKED TO PARTICIPATE IN THE
PROCESS. THE LEADERS WHO HAVE BEEN ASSESSED MUST EXPEND SERIOUS EFFORT
TO UNDERSTAND THEIR FEEDBACK AND WORK DILIGENTLY TO USE IT FOR THEIR
CONTINUED DEVELOPMENT AND FOR THE GOOD OF THE ARMY.
 C. THE ARMY TRAINING AND LEADER DEVELOPMENT PANEL (REF 1.A.), THE
LEADER DEVELOPMENT AND EDUCATION TASK FORCE (REF 1.B.), THE REVIEW OF
TRAINING, EDUCATION AND ASSIGNMENTS FOR LEADERS STUDY (REF 1.C.), AND
THE ARMY INITIATIVE #5 (REF 1.D.) WERE ALL INITIATED AT THE MOST SENIOR
LEVELS OF THE ARMY AND ALL RECOMMENDED OR ENDORSED A MSAF PROGRAM FOR
LEADER DEVELOPMENT. THE MSAF PROGRAM IS SEPARATE AND DISTINCT FROM THE
ARMY'S FORMAL PERFORMANCE EVALUATIONS AND PERSONNEL MANAGEMENT
PRACTICES.
D. MSAF INCORPORATES THE EXISTING LEADER DEVELOPMENT PORTFOLIO FOUND
ON AKO. THE 360 LEADER ASSESSMENT INSTRUMENTS ASSOCIATED WITH THE
BENCHWORKS PROGRAM WILL BE AVAILABLE AND FULLY INCORPORATED INTO THE
MSAF PROGRAM.

4. POLICY. THE POLICY BELOW IS EFFECTIVE IMMEDIATELY AND WILL BE
INCORPORATED IN THE NEXT REVISION OF AR 350-1.
A. RESPONSIBILITIES.
(1) HQDA, G-37/TR IS POLICY PROPONENT FOR MSAF.
(2) CG, TRADOC, THROUGH THE CENTER FOR ARMY LEADERSHIP AT THE US ARMY
COMBINED ARMS CENTER, WILL SERVE AS THE EXECUTIVE AGENT TO ADMINISTER
MSAF SUPPORT FUNCTIONS.
(3) ALL ARMY COMMANDS, ARMY SERVICE COMPONENT COMMAND, DIRECT
REPORTING UNITS, AND THE US ARMY NATIONAL GUARD ARE RESPONSIBLE FOR

SUPPORTING PARTICIPATION OF THEIR LEADERS AND UNITS IN THE PROGRAM AND
SUPPORTING THE ASSESSMENTS THAT ARE GIVEN BY THOSE FAMILIAR WITH THE
LEADERS WHEN NOTIFIED BY MSAF INSTRUCTIONS.
(4) INDIVIDUAL LEADERS ARE RESPONSIBLE TO PARTICIPATE IN THE MSAF
PROCESS AND INTERNALIZE FEEDBACK RECEIVED FROM THEIR OWN ASSESSMENTS.
B. THIS POLICY IS APPLICABLE TO ACTIVE ARMY, US ARMY RESERVE, AND US
ARMY NATIONAL GUARD SOLDIERS FROM THE RANK OF SGT THROUGH COL, AND ARMY
CIVILIAN LEADERS. SUBORDINATES, PEERS AND SUPERIORS OF THESE LEADERS
SHALL PARTICIPATE IN THE PROGRAM AND PROVIDE ASSESSMENTS WHEN NOTIFIED
BY THE MSAF PROGRAM.
C. ASSESSMENT INSTRUMENTS SHALL BE CONSISTENT WITH ARMY LEADERSHIP
DOCTRINE, FM 6-22 (REF 1.E.). ASSESSMENT QUESTIONS SHALL FOCUS ON CORE
LEADER COMPETENCIES AND IMPORTANT SUPPORTING LEADERSHIP BEHAVIORS.
ASSESSMENT INSTRUMENTS AVAILABLE THROUGH THE MSAF SYSTEM CONFORM TO
LEADERSHIP DOCTRINE. DIFFERENT SETS ARE AVAILABLE TO MEET SPECIFIC
REQUIREMENTS, SUCH AS UNIVERSAL APPLICATION FOR TDA AND PME, MTOE
APPLICATION, AND SELF ASSESSMENTS.
D. EXECUTION. THE MSAF PROGRAM WILL BE EXECUTED FOR LEADERS IN MTOE
UNITS, TDA ORGANIZATIONS, AND FOR STUDENTS SELECTED TO ATTEND SPECIFIED
PROFESSIONAL MILITARY EDUCATION AND CIVILIAN EDUCATION SYSTEM COURSES.
INDIVIDUAL LEADERS WILL ALSO BE ABLE TO INITIATE A LIMITED NUMBER OF
MSAF ASSESSMENTS.
(1) MTOE UNITS.
(A) MTOE UNITS WILL BE SCHEDULED FOR PARTICIPATION ON A CYCLICAL BASIS
TO ALIGN WITH ARFORGEN. ARMY COMMANDS, ARMY SERVICE COMPONENT COMMAND,
DIRECT REPORTING UNITS WILL DIRECT THEIR SUBORDINATE UNITS TO SCHEDULE
MSAF WHEN IDENTIFIED AS IN THE ARFORGEN READY POOL OR UPON NOTIFICATION
FOR DEPLOYMENT.
(B) UPON NOTIFICATION FROM ARMY COMMAND, ARMY SERVICE COMPONENT
COMMAND, OR DIRECT REPORTING UNIT, MTOE UNITS SHALL CONTACT THE
COMBINED ARMS CENTER - CENTER FOR ARMY LEADERSHIP TO SCHEDULE MSAF.
(C) MTOE UNITS SHALL DESIGNATE A SURVEY GROUP ADMINISTRATOR FROM
WITHIN THEIR UNIT TO ASSIST IN THE COORDINATION OF ASSESSMENTS AND THE
DESIGNATION OF ASSESSORS FOR UNIT LEADERS.
(D) AN MTOE UNIT SHALL CONDUCT ALL LEADER ASSESSMENTS WITHIN THEIR
UNIT WITHIN A CONSECUTIVE TIME PERIOD, TYPICALLY 21 DAYS. THE TIME
PERIOD CAN BE SELECTED BY THE UNIT COMMANDER TO SYNCHRONIZE WITH
SPECIFIC EVENTS, SUCH AS FOLLOWING A CTC ROTATION OR A HOMESTATION
TRAINING EVENT.
(E) COACHING WILL BE AVAILABLE FOR LEADERS ASSIGNED TO MTOE UNITS
THROUGH A CAPABILITY PROVIDED BY THE COMBINED ARMS CENTER - CENTER FOR
ARMY LEADERSHIP. A COACH WILL ASSIST THE LEADER IN INTERPRETING THE
LEADER'S INDIVIDUAL FEEDBACK REPORT AND IN GENERATING AN INDIVIDUAL
DEVELOPMENT PLAN. MTOE LEADERS WILL HAVE PRIORITY ACCESS TO THE POOL
OF COACHES. VIRTUAL COACHING (VIA TELEPHONE) WILL BE AVAILABLE FROM A
POOL OF COACHES. VIRTUAL COACHING WILL BE SCHEDULED JOINTLY BY THE
LEADER AND THE COACH.

(2) PME COURSES.
(A) STUDENTS SCHEDULED TO ATTEND SELECTED PME COURSES SHALL BE
NOTIFIED THROUGH ATTRS TO PARTICIPATE IN AN MSAF ASSESSMENT. TIMELY
COMPLETION OF REQUIRED STEPS WILL ALLOW FEEDBACK TO BE AVAILABLE DURING
RESIDENT COURSE PHASES.
(B) STUDENTS SCHEDULED TO ATTEND BASIC NONCOMMISSIONED OFFICER COURSE,
ADVANCED NONCOMMISSIONED OFFICER COURSE, SERGEANTS MAJOR COURSE,
WARRANT OFFICER ADVANCED COURSE, WARRANT OFFICER STAFF COURSE, WARRANT

OFFICER SENIOR STAFF COURSE, CAPTAINS CAREER COURSE, AND INTERMEDIATE LEVEL EDUCATION SHALL PARTICIPATE IN MSAF.
(C) PME FACULTY, CADRE, AND STAFF WILL PROVIDE COACHING TO ASSIST STUDENTS IN INTERPRETING 360 RESULTS AND PLANNING DEVELOPMENT ACTION PLANS FOR IMPROVEMENT. PME COACHES CAN BECOME FAMILIAR WITH MSAF ASSESSMENTS, FEEDBACK AND COACHING BY USING THE ON-LINE TRAINING AVAILABLE AT HTTPS://MSAF.ARMY.MIL.
(D) STUDENTS ATTENDING THE US ARMY WAR COLLEGE OR OTHER SENIOR SERVICE COLLEGE PROGRAMS MAY PARTICIPATE IN A SIMILAR BUT SEPARATE PROGRAM CALLED STRATEGIC LEADER DEVELOPMENT INVENTORY (SLDI).

(3) CES COURSES.
(A) STUDENTS SCHEDULED TO ATTEND SELECTED CES COURSES SHALL BE NOTIFIED THROUGH CHRTAS TO PARTICIPATE IN AN MSAF ASSESSMENT. TIMELY COMPLETION OF REQUIRED STEPS WILL ALLOW FEEDBACK TO BE AVAILABLE DURING RESIDENT COURSE PHASES.
(B) STUDENTS SCHEDULED TO ATTEND THE BASIC, INTERMEDIATE, AND ADVANCED COURSES SHALL PARTICIPATE IN MSAF.
(C) CES FACULTY, CADRE, AND STAFF WILL PROVIDE COACHING TO ASSIST STUDENTS IN INTERPRETING 360 RESULTS AND PLANNING DEVELOPMENT ACTION PLANS FOR IMPROVEMENT. CES COACHES CAN BECOME FAMILIAR WITH MSAF ASSESSMENTS, FEEDBACK AND COACHING BY USING THE ON-LINE TRAINING AVAILABLE AT HTTPS://MSAF.ARMY.MIL.

(4) TDA ORGANIZATIONS.
(A) TDA ORGANIZATIONS WILL BE SCHEDULED ON A RECURRING CYCLE FOR MILITARY FROM THE RANK OF SGT THROUGH COL AND ARMY CIVILIAN LEADERS IN SUPERVISORY, MANAGERIAL AND EXECUTIVE POSITIONS. COMMANDS WILL BE CONTACTED BY THE CAL MSAF PROGRAM OFFICE TO COORDINATE PARTICIPATION AND SCHEDULES ACCORDING TO THE CYCLE FOR PARTICIPATION.
(B) TDA ORGANIZATIONS SHALL DESIGNATE A SURVEY GROUP ADMINISTRATOR FROM WITHIN THEIR ORGANIZATION TO ASSIST IN THE COORDINATION OF ASSESSMENTS AND THE DESIGNATION OF ASSESSORS FOR ORGANIZATIONAL LEADERS.
(C) A TDA ORGANIZATION SHALL CONDUCT ALL LEADER ASSESSMENTS WITHIN THEIR ORGANIZATION WITHIN A CONSECUTIVE TIME PERIOD, TYPICALLY 21 DAYS.
(D) TDA ORGANIZATIONAL LEADERS WILL PRIMARILY USE SELF-INTERPRETATION AS ASSISTED THROUGH ON-LINE TRAINING AND RESOURCES. LIMITED COACHING WILL BE AVAILABLE FOR LEADERS ASSIGNED TO TDA ORGANIZATIONS THROUGH A CAPABILITY PROVIDED BY THE COMBINED ARMS CENTER – CENTER FOR ARMY LEADERSHIP ON A SPACE-AVAILABLE BASIS.

(5) SELF-INITIATED. ANY ARMY LEADER – MILITARY OR CIVILIAN – CAN CONDUCT A SELF-INITIATED MSAF ASSESSMENT. THE NUMBER OF ASSESSMENTS FOR AN INDIVIDUAL WILL BE LIMITED TO ONCE EVERY 18 MONTHS.

E. MSAF TRAINING, INSTRUCTIONS, ASSESSMENT INSTRUMENTS, AND FEEDBACK PRODUCTS ARE ONLY AVAILABLE THROUGH WEB-BASED DELIVERY AT HTTPS://MSAF.ARMY.MIL.

F. TYPES OF REPORTS.
(1) INDIVIDUAL REPORTS. THE MSAF PROGRAM PROVIDES A PORTFOLIO CAPABILITY WHERE AN INDIVIDUAL LEADER CAN STORE THEIR FEEDBACK AND DEVELOPMENTAL PLANS AND RETRIEVE THEM. THIS PORTFOLIO CAN ONLY BE ACCESSED BY THE INDIVIDUAL LEADER.
(2) UNIT REPORTS. UPON COMPLETION OF MTOE AND TDA SESSIONS, AGGREGATE REPORTS WILL BE PROVIDED TO MTOE UNIT COMMANDERS AND TDA COMMANDERS,

DIRECTORS, OR OTHER ORGANIZATIONAL LEADERS. AGGREGATE REPORTS WILL BE
ASSEMBLED SO NO IDENTIFIERS OF PERSONS ASSESSED OR MAKING THE
ASSESSMENTS ARE PROVIDED. NO INDIVIDUAL RESULTS WILL BE DISCERNABLE IN
THESE REPORTS. AGGREGATE REPORTS WILL NOT BE PROVIDED IF THE UNIT OR
GROUP RESULTS DO NOT EXCEED A SPECIFIED NUMBER OF PARTICIPANTS.
(3) UNSPECIFIED AGGREGATE REPORTS. PERIODIC AGGREGATE REPORTS WILL BE
PROVIDED TO LEADERS OF INSTITUTIONAL, EDUCATIONAL AND TRAINING
FUNCTIONS. THESE INSTITUTIONAL REPORTS WILL REPORT TRENDS OF STRENGTHS
AND WEAKNESSES THAT CORRESPOND TO A PARTICULAR COHORT BY RANK, ARMY
EDUCATIONAL LEVEL, OR OTHER GROUPING CONDITION.

G. ACCESSIBILITY AND CONFIDENTIALITY OF REPORTS.
(1) MSAF FEEDBACK PRODUCTS WILL ONLY BE AVAILABLE THROUGH WEB-BASED
DELIVERY. ASSESSMENTS WILL BE FOUND UNDER "MY LEADER DEVELOPMENT" PAGE
ON AKO OR AT HTTPS://MSAF.ARMY.MIL. BOTH SOURCES REQUIRE AKO
AUTHENTICATED SIGN ON TO ACCESS THE MSAF TOOLS.
(2) ALL ASSESSMENTS WILL BE STRICTLY CONFIDENTIAL SO THAT ONLY THE
TARGETED LEADER WILL SEE AND CONTROL THE RESULTS FROM THE ASSESSMENTS.
(3) LEADERS CAN SHARE THEIR RESULTS WITH OTHERS OF THEIR OWN CHOOSING.
(4) SUPERIORS OR AUTHORITIES MAY NOT REQUEST RESULTS FROM THE
INDIVIDUAL LEADER OR FROM ANY PROGRAM PERSONNEL OR DATA BASE
ADMINISTRATORS.
(5) HIGH-LEVEL ENCRYPTION AND OTHER PROTECTION STEPS WILL BE USED TO
PREVENT UNAUTHORIZED DISCLOSURE.
(6) PROGRAM PERSONNEL AND ADMINISTRATORS SHALL BE REQUIRED TO ENTER
INTO NON-DISCLOSURE AGREEMENTS AND PLEDGES OF PRIVACY.

5. POCS FOR THIS MESSAGE ARE:
A. FOR POLICY GUIDANCE: LTC DAVID HARPER, HQDA G-3/5/7-DAMO-TR, 703-
614-9678, DSN 224.
B. FOR MSAF PROGRAM EXECUTION: LTC JUDITH PRICE, CAC-CAL, ATZL-CLR,
913-758-3240, DSN 585.

6. EXPIRATION DATE OF THIS MESSAGE CANNOT BE DETERMINED.

DIRECTORS, OR OTHER ORGANIZATIONAL LEADERS. AGGREGATE REPORTS WILL BE
ASSEMBLED SO NO IDENTIFIERS OF PERSONS ASSESSED OR MAKING THE
ASSESSMENTS ARE PROVIDED. NO INDIVIDUAL RESULTS WILL BE DISCERNABLE IN
THESE REPORTS. AGGREGATE REPORTS WILL NOT BE PROVIDED IF THE UNIT OR
GROUP RESULTS DO NOT EXCEED A SPECIFIED NUMBER OF PARTICIPANTS.
(3) UNSPECIFIED AGGREGATE REPORTS. PERIODIC AGGREGATE REPORTS WILL BE
PROVIDED TO LEADERS OF INSTITUTIONAL, EDUCATIONAL AND TRAINING
FUNCTIONS. THESE INSTITUTIONAL REPORTS WILL REPORT TRENDS OF STRENGTHS
AND WEAKNESSES THAT CORRESPOND TO A PARTICULAR COHORT BY RANK, ARMY
EDUCATIONAL LEVEL, OR OTHER GROUPING CONDITION.

G. ACCESSIBILITY AND CONFIDENTIALITY OF REPORTS.
(1) MSAF FEEDBACK PRODUCTS WILL ONLY BE AVAILABLE THROUGH WEB-BASED
DELIVERY. ASSESSMENTS WILL BE FOUND UNDER "MY LEADER DEVELOPMENT" PAGE
ON AKO OR AT HTTPS://MSAF.ARMY.MIL. BOTH SOURCES REQUIRE AKO
AUTHENTICATED SIGN ON TO ACCESS THE MSAF TOOLS.
(2) ALL ASSESSMENTS WILL BE STRICTLY CONFIDENTIAL SO THAT ONLY THE
TARGETED LEADER WILL SEE AND CONTROL THE RESULTS FROM THE ASSESSMENTS.
(3) LEADERS CAN SHARE THEIR RESULTS WITH OTHERS OF THEIR OWN CHOOSING.
(4) SUPERIORS OR AUTHORITIES MAY NOT REQUEST RESULTS FROM THE
INDIVIDUAL LEADER OR FROM ANY PROGRAM PERSONNEL OR DATA BASE
ADMINISTRATORS.
(5) HIGH-LEVEL ENCRYPTION AND OTHER PROTECTION STEPS WILL BE USED TO
PREVENT UNAUTHORIZED DISCLOSURE.
(6) PROGRAM PERSONNEL AND ADMINISTRATORS SHALL BE REQUIRED TO ENTER
INTO NON-DISCLOSURE AGREEMENTS AND PLEDGES OF PRIVACY.

5. POCS FOR THIS MESSAGE ARE:
A. FOR POLICY GUIDANCE: LTC DAVID HARPER, HQDA G-3/5/7-DAMO-TR, 703-
614-9678, DSN 224.
B. FOR MSAF PROGRAM EXECUTION: LTC JUDITH PRICE, CAC-CAL, ATZL-CLR,
913-758-3240, DSN 585.

6. EXPIRATION DATE OF THIS MESSAGE CANNOT BE DETERMINED.

Appendix B: MEMORANDUM FOR All General Officers, Senior Executive Service, and Their Command Sergeants Major, SUBJECT: Army Training and Leader Development Guidance, FY 10-11

UNITED STATES ARMY

JUL 3 1 2009

MEMORANDUM FOR All General Officers, Senior Executive Service, and Their Command Sergeants Major

SUBJECT: Army Training and Leader Development Guidance, FY 10-11

1. Purpose

The purpose of this memorandum is to provide training and leader development guidance for FY 2010 and 2011. Our goal in this period is to restore the Army to a position of balance where we are routinely generating trained and ready units for both current missions and future contingencies at an operational tempo that is sustainable for a force that has been at war for almost eight years. Regaining our balance will require fully implementing our doctrine of full-spectrum operations and adapting our supporting institutions to more efficiently and effectively conduct training and leader development in an Army operating on the ARFORGEN cycle. Our fundamental challenge will be to train units and to develop leaders during a period of gradually increasing dwell time.

2. Environment

   a. We made great progress over the last year in moving toward balance. We have completed the Presidentially-directed growth in all components. We are 85% complete with the modular conversion of the Army. We are 66% complete with the rebalancing from Cold War skills to ones more relevant in the 21st Century. And we are about 50% complete with the largest restationing of the Army since World War II. We expect to complete all of this by the end of 2011, enabling us to implement the ARFORGEN model at a 1:2 / 1:4 BOG/Dwell ratio (assuming demand for our forces comes down as projected).

   b. We remain a combat-seasoned force that knows how to fight, but we are feeling the cumulative effects of eight years at war. We will remain on a tough rotational cycle for the next several years, and the current environment is stretching our Soldiers and their Families. I expect manning challenges to continue for the next 12-18 months.

   c. We are facing an era of persistent conflict where the character of conflict is more likely to feature hybrid threats — diverse combinations of irregular, terrorist, criminal, and conventional forces employed asymmetrically to counter our strengths – than the formidable state armies I grew up preparing to engage. We are continuing to operationalize a new doctrine to deal with this environment, and to train and educate our units, Soldiers, civilians, and leaders to prevail in that environment. Our doctrine states that Army formations will simultaneously conduct offense, defense, and stability or civil support operations to achieve decisive results across the spectrum of conflict.

SUBJECT: Army Training and Leader Development Guidance, FY 10-11

Together, these factors will require us to adapt how we think about training if we are to truly build units and leaders capable of full-spectrum operations. Last year we published FM 7-0, Training for Full Spectrum Operations (FSO), to begin our training transformation. We need to continue this transformation in the years ahead and better synchronize our training and leader development programs with ARFORGEN.

d. We are implementing the ARFORGEN model, but do not expect to fully implement it at 1:2 until FY11 when we complete our modular reorganization and demand decreases. As a part of ARFORGEN, we are implementing a 6-month (Active Component) and 12-month (Reserve Component) reset model designed to slow things down after long deployments, to provide local opportunities for professional military education, and to restore units to deployable levels of readiness in preparation for their next mission.

e. With the Iraq drawdown, we will have increasing time at home to train, educate, and develop leaders before returning to our current missions. We must address how we take best advantage of this time to institutionalize effective Reset models and training and leader development for full-spectrum operations. It will require that we think fundamentally differently about unit METL, individual training and education, and how we develop leaders.

f. This training and leader development guidance is intended to recognize the realities that we are dealing with and to provide guidance that will help us bridge to a position of balance over the next two years. This guidance provides direction to help us emerge from this tough period with an agile, disciplined Warrior Team that is dominant across the spectrum of 21st Century conflict.

3. Training Guidance

FM 3-0, Operations — "Managing training for full spectrum operations presents challenges for leaders at all echelons…effective training reflects a balance among the elements of full spectrum operations that produces and sustains proficiencies in all of them."

a. We need to leverage the combat experience of our Army and think about what that means as we develop our training plans. We are training a Brigade-based, modular Army that knows how to fight and is already on a rotational cycle — albeit one that is operating with insufficient dwell. We can and must train differently than we did before 9/11 to gain the most value out of every training opportunity. Here are some things I want you to focus on:

— Do a few key tasks very well rather than checking the block on a "laundry list." DA will review mandatory ACOM and ASCC training tasks in accordance with AR 350-1 and training doctrine.

2

SUBJECT: Army Training and Leader Development Guidance, FY 10-11

— Train smart and balance training and education requirements with the need to rest a seasoned force. Use field time judiciously; use virtual, and constructive, and gaming capabilities wherever possible. Limit training away from home station.

— Decentralize and reduce training overhead at home station, and take advantage of the CTC program (maneuver CTCs and BCTP) for large unit collective training.

— Maximize use of mobile training teams and distributed learning.

b. Commander-to-Commander dialogue is key to the continuous process of developing training plans. Commanders must agree on how and where to focus their training by agreeing on how FSO METL supporting tasks will be trained, on the conditions for training, and on the risks associated with not training on specific tasks or operational themes. This process won't change. However, after several years of discussion I have come to believe that the CMETL / DMETL construct is locking us into the increasingly irrelevant "either conventional or irregular warfare" debate. I don't want this to hinder our ability to fully implement our doctrine of full-spectrum operations — a doctrine that will serve us well in the 21st Century security environment. The core METL function is full spectrum operations — offense, defense, stability/civil support — not Major Combat Operations. Units will have only one METL, and units will train to only one METL at a time:

c. Effective 1 January 2010, non-deployed commanders, in dialogue with their superior commander, will determine the FSO METL supporting tasks and the operational environment on which they will train in their ARFORGEN cycle. The intent is to focus on a few key tasks.

— Commanders with 18 months or less of dwell (RC 36 months) should focus their training and report their readiness for full spectrum operations in their deployed mission environment.

— Commanders with more than 18 months of dwell will be assigned an operational environment for training and reporting their full spectrum readiness by the ASCC Commander until 9 months prior to deployment when the deployed mission environment will become the basis for training and readiness reporting.

This guidance is intended to be broad and not restrictive, and it is not intended to limit the commander's discretion or ability to train on anything he or she sees fit.

d. Combat Training Center Training (CTC). Corps and division headquarters and BCTs that are required to deploy for a mission with an assigned AOR will execute a CTC-supported mission rehearsal/readiness exercise (MRE/MRX) prior to deployment. Similarly, Functional and Support Brigades will execute an "MRX-like" culminating training event, supported by the Battle Command Training Program or the Centers of

3

SUBJECT: Army Training and Leader Development Guidance, FY 10-11

Excellence when capacity allows. ARFORGEN rotational units (corps, divisions and BCTs) redeployed for more than 24 months (48 months for the Reserve Components) will be provided a CTC-supported exercise based on FSO in another operational theme than their previously deployed mission environment.

　　　e. We must also think differently about how we train, educate, and develop the dedicated employees of the Army Civilian Corps. Effective 1 October 2010, HQDA Staff responsibility for civilian functional training transfers from the Army G-1 to the Army G-3/5/7. Intent is to better synchronize CES with OES and NCOES. This includes ensuring appropriate members of the Civilian Corps are as conversant on warfighting doctrine as their uniformed counterparts.

4. Reset Guidance

　　　a. The intent of our Reset Program is to recover the unit's personnel and equipment to a deployable level at the end of the 6-month (12-month Reserve Component) period so they can effectively begin preparation for their next mission. While senior commanders may direct necessary training during this period as required, such training should focus on:

　　　— OES and NCOES

　　　— physical training

　　　— critical functional training

　　　— new equipment training

　　　— individual training and qualifications

　　　— crew and team training/certification

　　　— Comprehensive Soldier Fitness

　　　— family reintegration

　　　— battle staff training

　　　— post-deployment health screening

　　　— property accountability

　　　b. HQDA will not direct any training or tasking, other than attending PME that would cause the unit or individuals to leave their installations or local areas during the reset period – my intent is to rest a combat-seasoned force.

4

SUBJECT: Army Training and Leader Development Guidance, FY 10-11

c. Some Army units, by nature of their mission, rotate on a schedule different from ARFORGEN. Though the timelines may be different, the intent of this guidance still applies to these units, such as Army Special Operations Forces.

d. We will continue to expand the reset pilot over the next two years; however, we will not be able to fully implement the personnel and equipment aspects of reset until after FY11. That said, I want commanders at every level to begin to implement the training, tasking and reduced tempo aspects now.

5. Leader Development Guidance

a. Leadership is the integrating element of combat power that exponentially improves outcomes when combined with the other elements of combat power. We require agile and adaptive leaders in the Operating and Generating Force, able to lead our formations through the challenges of Full Spectrum Operations in a joint, interagency, and multinational environment in an era of persistent conflict. CG, TRADOC, is responsible for the execution of our leader development program effort in accordance with the charter signed by the Secretary of the Army and me in December 2007.

Our doctrine lays the foundation for our leader development program.

FM 3-0, Operations — "Army leaders must be — competent in their core proficiencies; broad enough to operate across the spectrum of conflict; able to operate in JIIM environments and leverage other capabilities in achieving their objectives; culturally astute and able to use this awareness and understanding to conduct operations innovatively; courageous enough to see and exploit opportunities to the challenges and complexities of the operational environment; and grounded in Army Values and Warrior Ethos."

FM 6-22. Army Leadership — identifies the requirements for Army Leaders at all levels. Army leaders must be leaders of character, presence, and intellect who lead, develop (self and others) and get results.

b. We have thought hard about future conflict, and it is clear that 21st Century warfare will be increasingly complex and place an increased burden on leaders at every level. As we think about how we train, educate, and provide experiences to leaders for Full Spectrum Operations, a few things are clear. To grow our officers, warrant officers, non-commissioned, and civilian leaders for success in Full Spectrum Operations, we must:

— Invest our time and energy to grow the next generation of leaders through an appropriate balance of education, training, and experiences;

— Create an environment that encourages subordinates to value self-development and lifelong learning;
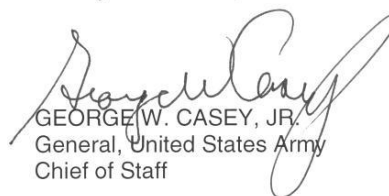
5

SUBJECT: Army Training and Leader Development Guidance, FY 10-11

— Insist that leaders, to include our civilians, are provided the opportunity to attend PME on schedule — reduction of OES, NCOES, and Civilian PME backlog by FY11 is a top priority;

— Provide our leaders the opportunity for self-evaluation of their leadership skills through periodic multi-source assessment and feedback (360 assessment);

— Draw on the experience that our young leaders have gained — harness the intellectual agility that served us so well in combat;

— Create and encourage relevant opportunities outside the operational force for broadening experiences which enhance Full Spectrum thinking without penalizing careers (e.g., graduate school, teaching, training with industry or other governmental agencies, training and advising our allied and indigenous partners);

— Take time during reset to reflect, analyze, write down and share lessons from personal experiences with peers and subordinates — others will face our same challenges;

— Increase opportunities for leaders to expand their geopolitical, cultural and language proficiency.

c. In an era of persistent conflict, we need to think differently about how we develop our leaders. CG, TRADOC, will develop a Leader Development Strategy and an implementation plan across domains to ensure we balance education, training, and experiences for our leaders across the force and provide recommendations to existing leader development models, personnel policies, and functional competencies for all components and across all cohorts by 31 December 2009.

6. Summary

We cannot simply pile more good ideas on top of old proven methods as we work through how we train, educate, and develop leaders for full-spectrum operations. We must innovate and adapt as we transform training and leader development to achieve our goals. Execution of this guidance will set the conditions for what we will do in the next two years and for what we will achieve in the future. To support this guidance, the Army G-3/5/7 and CG, TRADOC, will revise Army training and leader development strategies respectively, to include goals, objectives, and a management plan. I encourage you to use this guidance to take training and leader development for our Soldiers, civilians, and units into the 21st Century.

GEORGE W. CASEY, JR.
General, United States Army
Chief of Staff

6

Appendix C: Extracts from AR 350-1

1–18. Leader development
(4) Self-development bridges the gaps between the operational and institutional domains and sets the conditions for continuous learning and growth. Self-development actions include conducting a self-assessment and seeking feedback on a periodic basis through the Multi-Source Assessment and Feedback (MSAF) program (see app K).

2–11. Director, Army National Guard
Director, Army National Guard. The DARNG will—
ac. Support participation of leaders and units in the MSAF program (see app K) and support the assessments that are given by those familiar with the leaders when notified by MSAF instructions.

2–12. Chief, Army Reserve and Commanding General, U.S. Army Reserve Command *Chief,*
Army Reserve and Commanding General, U.S. Army Reserve Command. The CAR will—
ah. Support participation of leaders and units in the MSAF program (see app K) and support the assessments that are given by those familiar with the leaders when notified by MSAF instructions.

2–21. Commanders of Army Commands, Army Service Component Commands, and Direct Reporting Units
Commanders of Army Commands, Army Service Component Commands, and Direct Reporting Units. The commanders of ACOMs, ASCCs, and DRUs will—
y. Support participation of leaders and units in the MSAF program (see app K) and support the assessments that are given by those familiar with the leaders when notified by MSAF instructions.

Army Commands
2–22. Commanding General, U.S. Army Training and Doctrine Command
Commanding General, U.S. Army Training and Doctrine Command . The CG, TRADOC, will—
bf. Serve as the proponent (plan, program, budge, and supervise), through the Center for Army Leadership at the U.S. Army Combined Arms Center, to administer MSAF support functions.

2–23. Commanding General, U.S. Army Forces Command
Commanding General, U.S. Army Forces Command . The CG, FORSCOM, will—
aa. Assist TRADOC CAC–CAL in scheduling units for assessment events within the MSAF Program and encourage participation throughout FORSCOM.

2–44. Other commanders and leaders
Other commanders and leaders.
f. All commanders and leaders will—
(13) Individual leaders are responsible to participate in the MSAF process (see app L) and internalize feedback received from their own assessments. The leaders who have been assessed must expend serious effort to understand their feedback and work diligently to use it for their continued development and for the good of the Army.

Section II
Administration
3–4. Army Quality Assurance Program requirements
a. This regulation establishes the Army Quality Assurance (QA) Program for all Army schools (TRADOC and non-TRADOC, military and Army civilian) and designates the HQ, TRADOC QAO as the executive agent for the Army.
(3) The QA program supports the Commander's responsibility to conduct organization assessment as described in FM 7–0. The MSAF program (see app K) can provide periodic aggregate reports about trends in leadership behaviors. These aggregate reports can assist in evaluating leadership instruction and updating curriculum.

Section IV
Officer Training and Education
3–26. The Officer Education System

b. OES is a sequence of professional military education (PME) for professionals in subjects that enhances knowledge of the science and art of war. PME is a progressive education system that prepares leaders for increased responsibilities and successful performance at the next higher level by developing the key knowledge, skills, and attributes they require to operate successfully at that level in any environment. PME is linked to promotions, future assignments, career management models, and applies to all officers. The MSAF program allows individuals designated for selected OES courses to obtain feedback about their leadership skills. Students are notified to participate in an MSAF assessment prior to starting an OES course. Individualized feedback from MSAF will allow the student to give attention to known strengths and developmental needs corresponding with course learning objectives. See app K for additional MSAF information.

Section V
Noncommissioned Officer Training and Education
3–43. Noncommissioned Officer Education System

c. The NCOES provides noncommissioned officers with progressive and sequential leader, technical, and tactical training relevant to the duties, responsibilities, and missions they will perform in operational units after graduation. Training is based on the tasks, supporting skills and knowledge, attitudes, and experience needed. The MSAF program allows individuals designated for selected NCOES courses to obtain feedback about their leadership skills. Students are notified to participate in an MSAF assessment prior to starting an NCOES course. Individualized feedback from MSAF will allow the student to give attention to known strengths and developmental needs corresponding with course learning objectives. See appendix K for additional MSAF information.

Section VI
Army Civilian Training and Education
3–50. The Civilian Education System

b. The CES program is progressive, sequential leader development training and education program for Army civilians at all levels. A series of course instruction is provided through blended learning - distributed learning (DL) and resident instruction. The sequence for attending these courses is as follows:
(10) The MSAF program allows individuals designated for selected CES courses to obtain feedback about their leadership skills. Students are notified to participate in an MSAF assessment prior to starting a CES course. Individualized feedback from MSAF will allow the student to give attention to known strengths and developmental needs corresponding with course learning objectives. See appendix K for additional MSAF information.

Appendix K
Multi-Source Assessment and Feedback

K–1. The MSAF program

a. The MSAF is a program to enhance leader adaptability and self awareness and to identify Army leaders' strengths and weaknesses. Assessments are made from those who surround a leader – subordinates, peers, and superiors. Multisource assessments are also called 360 degree assessments. The MSAF builds on the Army's standard practice of conducting after action reviews for units.
b. The MSAF program is conducted for the purpose of assisting a leader to become more self-aware and to know how best to develop him or herself for future leader responsibilities. The MSAF program is separate and distinct from the Army's formal performance evaluations and personnel management practices. The MSAF will require candid and honest assessment by those asked to participate in the process.
c. Assessment instruments available through the MSAF system conform to leadership doctrine. Assessment questions focus on core leader competencies and important supporting leadership behaviors. The MSAF incorporates the existing leader development portfolio found on AKO. The MSAF training, instructions, assessment instruments, and feedback products are only available through Web-based delivery at https://msaf.army.mil.
d. The MSAF program will be executed for leaders in MTOE units, TDA organizations, and for students

selected to attend specified professional military education and civilian education system courses. Individual leaders will also be able to initiate a limited number of MSAF assessments.

(1) Units will be scheduled for participation on a cyclical basis and aligned with ARFORGEN or deployment cycles. Coaching will be available for leaders assigned to MTOE units through a capability provided by the Combined Arms Center - Center for Army Leadership. A coach will assist the leader in interpreting the leader's individual feedback report and generating an individual development plan.

(2) Students scheduled to attend selected PME courses (BNCOC/ALC, ANCOC/SLC, SMC, WOAC, WOSC, WOSSC, CCC, and ILE) will be notified through RRS to participate in an MSAF assessment. Notifications will also be provided on individual RFOs (request for orders) as special instructions. Students scheduled to attend selected CES courses (Basic Course, IC and Advanced Course) will be notified through the Civilian Human Resources Training Application System to participate in an MSAF assessment. Timely completion will allow feedback to be available during resident course phases. Faculty, cadre, and staff will provide coaching to assist students in interpreting 360 results and planning development action plans for improvement.

(3) Any Army leader - military or civilian – can conduct a self-initiated MSAF assessment. The number of assessments for an individual will be limited to one every 18 months.

e. The Commandant, USAWC is responsible for the conduct and maintenance of an individual leadership assessment program for SSC students that focuses on the unique challenges and opportunities of senior Army leaders.

f. This program applies to AA and RC Soldiers from the rank of SGT through COL, and Army civilian leaders. Subordinates, peers and superiors of these leaders shall participate in the program and provide assessments when notified by the MSAF program.

K–2. Types of reports

a. Individual reports. The MSAF program provides a portfolio capability where an individual leader can store their feedback and developmental plans and retrieve them. This portfolio can only be accessed by the individual leader.

b. Unit reports. Upon completion of MTOE and TDA sessions, aggregate reports will be provided to MTOE unit commanders and TDA commanders, directors, or other organizational leaders. Aggregate reports will have no identifiers of persons assessed or making the assessments. No individual results will be discernible in these reports.

c. Unspecified aggregate reports. Periodic aggregate reports will be provided to leaders of institutional, educational and training functions. These institutional reports will report trends of strengths and weaknesses that correspond to a particular cohort by rank, Army educational level, or other grouping condition.

K–3. Confidentiality and Accessibility of reports

a. All assessments are strictly confidential so that only the targeted leader sees and controls the results from the assessments.

b. Leaders can share their results with others of their own choosing. Superiors or authorities may not request results from the individual leader or from any program personnel or data base administrators.

c. High-level encryption and other protection steps are used to prevent unauthorized disclosure. Program personnel and administrators are required to enter into non-disclosure agreements and pledges of privacy.

Appendix D: Key Unit Event Terms

The following terms will be used when conducting an MSAF unit event:

Term	Definition
Assessed Leaders	Leaders, military and civilian, selected to receive feedback from a cohort of superiors, peers, and subordinates. Leaders could be part of an MSAF unit event or an individual event. An Assessed Leader will receive anonymous assessments completed by Soldier/Civilian Assessors. Assessed Leaders must complete a self-assessment in order to receive an Individual Feedback Report (IFR) that aggregates the assessments of their survey groupings. The results of a Unit Event will aggregate all the Assessed Leaders' IFRs into the Unit Roll-up Report (URR), but only if the Assessed Leader completes a self-assessment. Assessed Leaders in Unit Events can also serve as Assessors.
Assessment Completion Report	A tool for organizational Commanders/Directors to track and manage their Unit Event. The Collection Report is only used in Unit Events and is generated during the Collection phase. The report identifies which assessments are completed or incomplete. Unit Event Coordinators will send the report to the Unit POC once the Collection phase begins. The report is normally sent weekly, but it can be sent more often based on unit request.
Assessor	Military or Civilian personnel selected by an organization's Commander/Director to provide feedback to an Assessed Leader as part of an MSAF unit event. They are designated as part of a Survey Grouping; either as a superior, peer or subordinate. The organization Commander/Director will select the Assessor from the rating chain or from an organization's manning document. The Assessor should work closely enough with the Assessed Leader that they can provide reliable feedback on the Assessed Leaders' leadership behaviors. The Assessor can be part of more than one Assessed Leader's Survey Grouping and can provide assessments as a superior, peer, or subordinate depending on the relationship with the Assessed Leader.
Coaches	Contracted certified coaches, working as part of the MSAF staff, who conduct virtual or face-to-face coaching with Assessed Leaders, as requested. They interpret reports (IFR and URR) and provide assessments and recommendations to Assessed Leaders.
Event Scope	Parameters set by the Commander/Director to identify resources required to plan and execute an MSAF Unit Event. Scope includes which unit leaders will be assessed, which Soldiers/civilians will provide feedback as assessors, and which echelons of command in the unit will receive a Unit Roll-up Report. Event scope will determine how much time the unit should allocate for Planning, Collection, Development, and Post-Unit Event Activities.
Event Template Validation	A collaborative effort between the MSAF Government and Unit Event Coordinators, Unit POC, and MSAF IT/Help Desk to verify the accuracy of all data listed within the Unit Event Template spreadsheet. The Event Template data must be validated before it can be uploaded into the MSAF database. The validation includes verifying participant email addresses and that each participant (Assessed Leader and Assessor) have registered on the MSAF Website. Event Template Validation is an iterative process, the duration of which depends on the accuracy of the data

Term	Definition
	provided by the Unit POC. The unit event cannot enter the Collection phase until the event template has been fully validated.
Government Event Coordinators	Military Officers who work for the MSAF Program Manager. They conduct information briefs with field units and civilian organizations. Once a unit agrees to begin a unit event, the Government Event Coordinator will begin the unit event planning process.
Individual Event	Is planned and executed by the Assessed Leader using the MSAF Website. It assesses leader attributes and core leader competencies of the assessed leader using the standard MSAF evaluation. The Assessed Leader selects all superior, peer, or subordinate Assessors.
Individual Feedback Report (IFR)	A seven page report that is generated once an Assessed Leader completes an MSAF Event. Assessed Leaders participating in a Unit Event will receive this report upon request. The report can be used during coaching sessions and to develop an Individual Leadership Development Plan (ILDP).
Individual Leadership Development Plan (ILDP)	A deliberate plan to improve a leader's overall leadership skills.
Instrument	Survey used to assess leader attributes and core leader competencies of the Assessed Leader using the standard MSAF evaluation.
MSAF IT/Help Desk	Contracted IT support that develops the online Unit Event based on the template provided by the unit. The MSAF IT/Help Desk also resolves any AKO, website, or automation issues.
Personal Event	Is planned and executed by the Assessed Leader using the MSAF Website. It assesses leader attributes and core leader competencies of the selected leader using the standard MSAF evaluation. This is only a self- assessment and requires no Assessor.
Survey Grouping	A cohort of Military or Civilian Assessors selected by an organization's Commander/Director to provide feedback as superiors, peers, and subordinates to a specified Assessed Leader during an MSAF Unit Event.
Unit Event	Is planned and executed by an organization; in accordance with the Commander/Director's guidance, assisted by the MSAF Government and Unit Event Coordinators. It assesses leader attributes and core leader competencies of the selected group of leaders within an organization using the standard MSAF evaluation. Individual leaders receive an Individual Feedback Report (IFR). In addition, the data provided for all Assessed Leaders is then compiled into a single consolidated report for that unit commander.
Unit Event Coordinators	Contracted MSAF Support Operation staff that help Unit POCs set up a unit event. They are located at Ft. Leavenworth, KS.

Term	Definition
Unit Event Template	An Excel spreadsheet that is used to import Assessed Leader and Assessor data into the MSAF database. It is the foundation of the Unit Event. The Unit POC, with input from the organization Commander/Director, compiles data from selected Assessed Leaders and Assessor. The form includes the following information for both Assessed Leaders and Assessors: Rank, Last Name, First name, AKO email Address, Leader or Assessor, Grouping Level. Unit Event Coordinator's will provide a formatted template to the Unit POC.
Unit POC	Military or Civilian Leaders, designated by the organization's Commander/Director as the primary point of contact to provide oversight of the entire unit event. The Unit POC is the Government Event Coordinator's and Unit Event Coordinator's single point of contact for matters concerning the event. The Unit POC develops and updates the Unit Event Template until complete and collection is started. The Unit POC may or may not have additional unit personnel working in support of the unit event.
Unit Roll-up Report	A seven page report that is generated once a Unit Event is completed. The URR is provided to each commander of an assigned unit participating in a Unit Event. The organization's Commander/Director's identifies commanders who will receive URRs during the Planning phase. The URR can be used to determine leadership strengths and development gaps in an organization and to provide the basis of a leadership development plan.
Unit Roll-up Report Interpretation (URR-I)	Unit Roll-Up Report Interpretation (URR-I) is a document created from the Unit Roll-up Report (URR) that provides a descriptive analysis of a specified unit's aggregate leadership competencies. The URR-I describes in narrative format key strengths and developmental areas identified in the URR and offers explanations and recommendations on how to leverage strengths and work on developmental areas.

Appendix E: MSAF Unit Event Brief

Note that this brief is included in this guide as a reference. However, it is periodically updated and revised. Contact the Unit Event Coordinators to secure the most up-to-date version of this brief.

Proposed Timeline

Phased Program:
Planning, Collection &
Development

Admin Support To Coaching Team
Individual Development Plan

Self-Aware Leader

Development

Observe leader behavior
(The period leaders are being observed
by the unit)

Virtual Coaching
(D+31 to D+60)

Collection

Reports (IFR/URR) Generated
(D+31)

Be a Leader
Observe Leadership

Fill-Out Web-based
Assessments

Personalized
Feedback and
Unit Roll-up Reports

Planning

Collection begins
(D+1 to D+30)

Understand the Program
Develop Assessment Groupings

Unit Coordination (D-90-120)
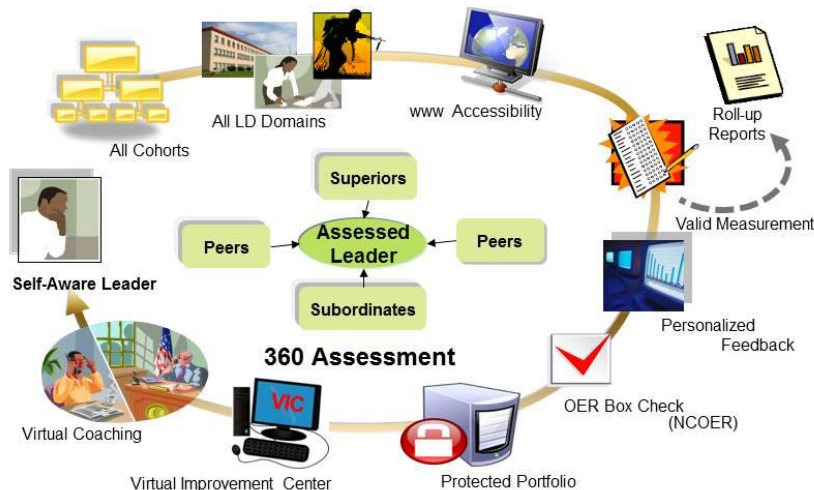
U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP
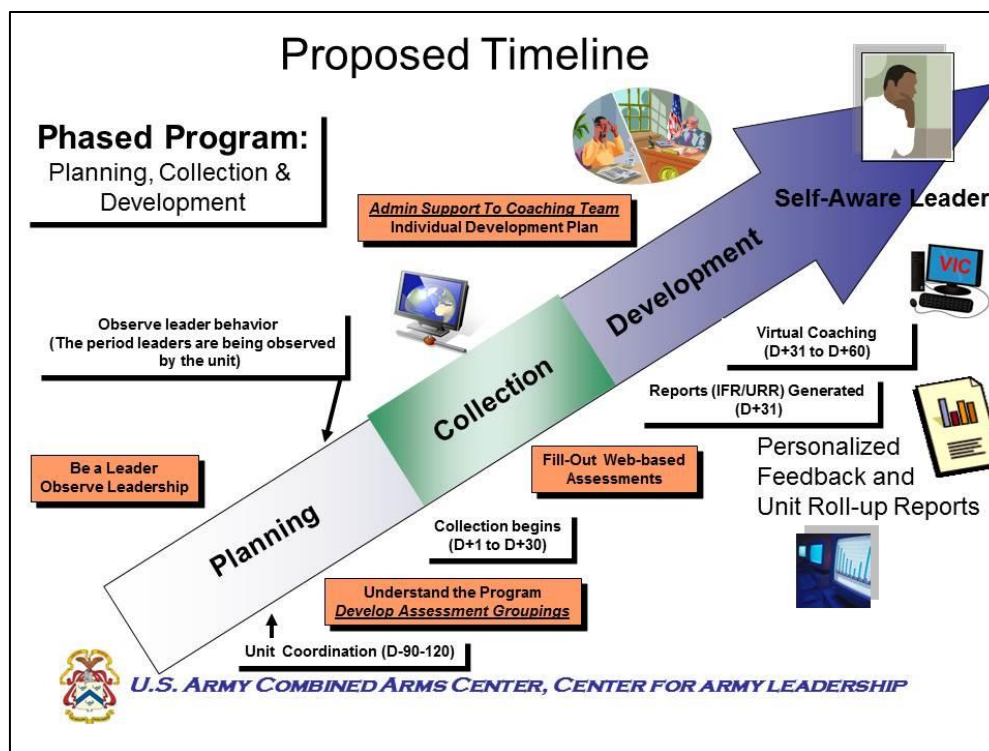
Benefits of MSAF Participation

- **Improves leader development through self-awareness**

- **Assesses commissioned officers, warrant officers, non-commissioned officers, and Army civilians**

- **Anonymous input provided from subordinates, peers, and superiors**

- **Feedback is confidential and available to only the assessed leader**

- **It is *not* an evaluation**
- **It is *not* used for selection**
- **It is *not* used for efficiency reports**

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

4

Benefit to the Assessed Leader

- Understand how others perceive you

- Understand your impact on others

- Increase self-awareness of strengths and developmental needs

- Starting point for continuous improvement of leadership skills

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP
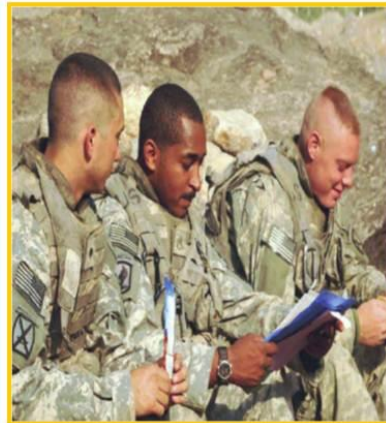
5

Benefit to the Unit

- Identifies leadership performance gaps within the unit

- Allows commanders to target their units leader development efforts

- Creates opportunities for unit leaders to engage in more frequent, open, and candid communication regarding leadership

- Improves unit performance

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

6

Benefit to the Army

- Supports the Army's commitment to continued learning

- Reinforces values and skills important to the Army

- Increases organizational effectiveness by creating focused, sustained behavior change and/or skill development

- Sets the Army's expectation for the leader

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

7

Key Resource Expenditures

PLANNING
- Include MSAF as part of ILDP
- Allocate time for assessment and feedback

PERSONNEL
- Designate unit POC to represent commander (if needed) and to organize and execute the event

TIME REQUIREMENTS
- Commander:
  - 30 min – Initial planning
  - 30 min – Ongoing guidance
- Unit POC:
  - 90 min total for before/during/after event communication
  - 3.5 hours – Event preparation
  - 2.5 hours – Event administration

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

8

Key Resource Expenditures

TIME REQUIREMENTS (cont.)

- **Assessed Leaders:**
    - 30 min – Pre-event training (optional)
    - 10-12 min – Self assessment
    - 10 min – Each additional assessment (as superior, peer, or subordinate)
    - 2 hours – Reviewing feedback report
    - 1 hour – Coaching session (optional)
- **Assessors:**
    - 10-12 min – Each assessment they must complete (as superior, peer, or subordinate)

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

9

Assessors

- **MSAF DEFAULT**
    - At <u>least</u> 3 superiors
    - At <u>least</u> 5 peers
    - At <u>least</u> 5 subordinates

- Less than required assessors impairs feedback and reporting. Data from that cohort will not populate to IFR/URR.

- More assessors produces *higher-quality feedback* and *increases anonymity* of assessors by insuring default requirements are met

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

10

Steps to Implement an MSAF Event

IDENTIFY TIME FRAME FOR THE ASSESSMENT
▪ Recommendations: Assumption of command, Change of command, Following a collective training event (i.e. FTX, CPX, MRX), Redeployment

IDENTIFY PARTICIPANTS
▪ Identify leaders who will benefit most from MSAF
▪ Communicate commander's intent for MSAF (Intent, participant requirements, goals and timeline)
▪ Designate the assessors (superiors, peers, and subordinates) who will provide feedback to each leader

PREPARATION
▪ Designate a POC to represent the commander (as needed)
▪ Designate an Event Administrator to set up and monitor the event
▪ If conducting a multi-echelon event, designate Unit POC for each unit
▪ Determine minimum number of feedback providers for each participating leader
▪ *Develop Unit Event Template*

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

11

The Unit Event Template

Rank/Title	Last Name	Middle Initial	First Name	AKO Email Address	Assessed Leader	Grouping Level
Rank of the individual	Individual's last name	Individual's middle initial	Individual's first name	AKO email address	If the individual is a assessor, who is the Assessed Leader	Is this individual rating this leader as a superior, peer or subordinate? (Self/Superior/Peer/Subordinate) Can be multiple
CPT	GOOGLE	M	LUDICROUS	LUDICROUS.M.GOOGLE1@US.ARMY.MIL		SELF
MAJ	SMITH	A.	JOHN	JOHN.A.SMITH@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	SUPERIOR
MAJ	SMITH	Z.	ROGER	ROGER.Z.SMITH@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	SUPERIOR
LTC	SANDERS	X.	REGINALD	REGGIE.X.SANDERS@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	SUPERIOR
CPT	SNACKPACK	M	TED	TED.M.SNACKPACK@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	PEER
CPT	JONES	T.	SALLY	SALLY.T.JONES@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	PEER
CPT	OMEGA	A	JEFFREY	JOMEGA12@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	PEER
CPT	JONES	E.	DARCY	DARCY.E.JONES@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	PEER
CPT	FIRE	A	JOE	JOE.FIRE@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	PEER
SGM	JOHNSON	D.	JOSEPH	JOSEPH.D.JOHNSON@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	SUBORDINATE
SFC	JOHNSON	A.	STEVE	STEVE.JOHNSON@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	SUBORDINATE
SFC	JOHNSON	Q.	MARK	MARK.Q.JOHNSON@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	SUBORDINATE
PVT	WILLIAMS	X.	RUSTY	RUSTY.X.WILLIAMS@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	SUBORDINATE
PVT	WILLIAMS	C.	BRUCE	BRUCE.C.WILLIAMS@US.ARMY.MIL	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	SUBORDINATE
1LT	TWITTER	E.	JOAN	JOAN.TWITTER@US.ARMY.MIL		SELF
CPT	SNACKPACK	M	TED	TED.M.SNACKPACK@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	SUPERIOR
CPT	GOOGLE	M	LUDICROUS	LUDICROUS.M.GOOGLE1@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	SUPERIOR
LTC	SANDERS	X.	REGINALD	REGGIE.X.SANDERS@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	SUPERIOR
1LT	GUINNESS	X.	HUEY	GUINNESS.HUEY@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	PEER
1LT	SHOP	S	MICHAEL	MICHAEL.SHOP@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	PEER
1LT	OZBORNE		OZZY	OZZY123@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	PEER
1LT	KAY	E.	MARY	MARY.KAY@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	PEER
1LT	JOHNS	A	JIMMY	JIMMY.JOHNS@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	PEER
1SG	SMITHERS	T.	SALLY	SALLY.T.SMITHERS@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	SUBORDINATE
SFC	ANDREWS	C.	BEUFORT	BEUFORT.C.ANDREWS@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	SUBORDINATE
SSG	SMITH	M	ALLEN	ALLEN.M.SMITH12@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	SUBORDINATE
SGT	JOHNSON	D.	DERRIK	DERRIK.D.JOHNSON@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	SUBORDINATE
SPC	JACKSON	A.	STEVE	STEVE.JACKSON@US.ARMY.MIL	JOAN.TWITTER@US.ARMY.MIL	SUBORDINATE

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

12

Support for MSAF Event

- **CAC/CAL PROGRAM MANAGER:** Coordinates or resolves any overarching issues that cannot be solved by others

- **MSAF Contract Support:**

  - **MSAF SUPPORT OPERATIONS SMEs:** Assists with planning and executing the event; Supports the unit POCs; Resolves problems with unit event template provided by unit; and conducts AARs

  - **MSAF HELP DESK:** Resolves any MSAF website or automation issues; validates and imports the unit event template

  - **MSAF COACHING:** Coordinates and conducts virtual and face to face coaching for all MSAF events (individual or unit)

- **WEB-BASED TRAINING & RESOURCES** – https://msaf.army.mil
  - Training on providing valid feedback
  - Self-initiated event tutorials
  - Sample Individual Feedback Report (IFR)
  - References

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

13

Starting the MSAF Event

- All assessed leaders and assessors receive a system-generated e-mail informing them of the event and requesting their participation. They will be directed to the MSAF website where they will be able to complete training (optional) and receive additional instructions for completing their assessments.

- It is recommended that all participants receive a WARNO prior to the event; Command emphasis will ensure Soldiers understand the *purpose* of the event and the *importance* of their participation.

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

14

During the Event

- The Unit POC will be able to monitor the event and provide updates for the commander.

- The Unit POC *cannot* view the actual assessments, but can see who has started or not started their assessments.

- The Unit POC has the capability to send reminders to those who have not participated.

U.S. Army Combined Arms Center, Center for Army Leadership

15

After the Event

- After the event is complete, the MSAF system posts an Individual Feedback Report (IFR) to the assessed leader's "My Events & Reports" page within the MSAF system. Each leader receives an e-mail informing them that their feedback report is ready.

- After reviewing their IFR, all leaders are encouraged to coordinate a *virtual coaching session* to discuss their report and possible ways to take action on the information.

- After the event is complete, the commander receives an aggregate report, the Unit Roll-up Report (URR) of all the assessed leaders that participated in the assessment. This can assist them in developing future leader develop programs for their Soldiers.

U.S. Army Combined Arms Center, Center for Army Leadership

16

After the Event

▪ After the event is complete, the MSAF system posts an Individual Feedback Report (IFR) to the assessed leader's "My Events & Reports" page within the MSAF system. Each leader receives an e-mail informing them that their feedback report is ready.

▪ After reviewing their IFR, all leaders are encouraged to coordinate a *virtual coaching session* to discuss their report and possible ways to take action on the information.

▪ After the event is complete, the commander receives an aggregate report, the Unit Roll-up Report (URR) of all the assessed leaders that participated in the assessment. This can assist them in developing future leader develop programs for their Soldiers.

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

16

IFR

8 Pages
• Standard Assessment Reports
• Free Text
• Coaching Reminder

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

17

Benefits of Coaching

- Unlike mentoring or counseling, coaching relies primarily on teaching and guiding to help bring out and enhance current capabilities.
- Coaches:
  - Help those being coached understand and appreciate their current level of performance and potential
  - Instruct on how to reach the next level of knowledge and skill
  - Explain assessment results, identify strengths and developmental needs, recommend actions, and provide Individual Development Plan (ILDP) guidance
  - Keep individual and feedback guidance confidential

- Coaches are experienced retired senior Officers, Warrant Officers, NCOs, and DA Civilians ranging in rank from Sergeants Major through Brigadier General. Each is qualified and certified as a coach through the Center for Army Leadership. The coach will have held an equal or senior position to the leaders that they coach. All coaches are uniquely qualified to provide developmental feedback tempered with a wealth of experience.

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

19

User Feedback

BATTALION COMMANDER:

- *"As for the 360 degree survey, I must admit that at first I was skeptical. It was yet another tasking on an already overfull plate. However, it was fantastic. I cannot recommend it highly enough, my only regret is that we were not able to survey more leaders within the battalion and the brigade. I found the survey extremely useful for me personally and also an extremely useful tool for my leadership."*

- *"Specifically, the opportunity to receive candid and blind feedback from peers, superiors and subordinates is of tremendous value."*

- *"I believe it is so important and so useful a tool that it would warrant being placed on a long-range training calendar and targeted as a key training event for the year."*

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

20

User Feedback

BATTALION COMMANDER:
- *"MSAF is the most powerful leader development tool I've used in 19 years in the Army. Integrated with a developmental counseling program and a command climate that emphasizes learning, MSAF provides constructive, specific practical feedback to leaders."*

COMPANY COMMANDER:
- *"Input is invaluable."*

FIRST SERGEANT:
- *"Nobody ever tells you if you're screwed up. They just talk behind your back or assign the mission to someone else. With the 360-assessment, you get the truth. This ain't just another survey; it's essential."*

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

21

User Feedback

PLATOON SERGEANT:
- *"First time subordinates ever assessed my leadership. Showed me I didn't care enough about families. Platoon leader counseling has been a joke up to this point in my career. Without 360-assessment, you'd never really know how Soldiers felt about you."*

DA CIVILIAN:
- *"I think this is an excellent program and I will be recommending it to others as a means of self-development."*

U.S. ARMY COMBINED ARMS CENTER, CENTER FOR ARMY LEADERSHIP

22

Appendix F: Unit Assistance/Event Process Brief

Note that this brief is included in this guide as a reference. However, it is periodically updated and revised. Contact the Unit Event Coordinators to secure the most up-to-date version of this brief.

Survey Groupings/Assessors

Building the Unit Template
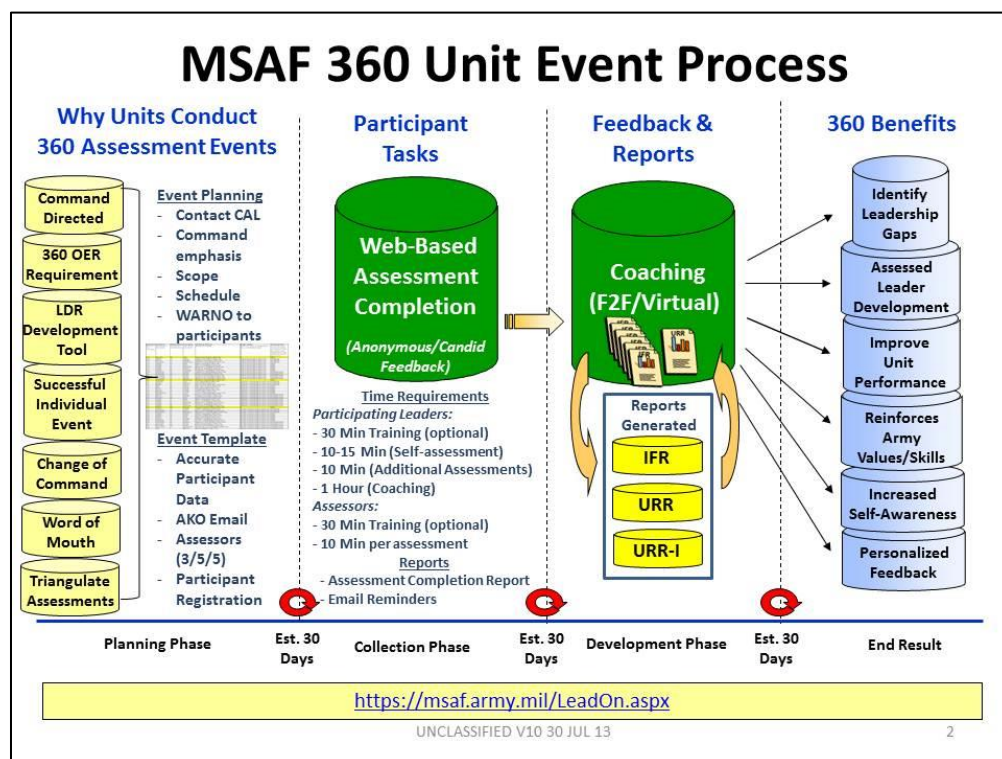
Building the Unit Template
(Continued)

45	PFC	MCLEOD	Q.	MARK	MARK.Q.MCLEOD@US.ARMY.MIL	ALLEN.M.SMITH12@US.ARMY.MIL	SUBORDINATE
46	PV2	WILLIAMS	X.	SHANNON	SHANNON.X.WILLIAMS@US.ARMY.MIL	ALLEN.M.SMITH12@US.ARMY.MIL	SUBORDINATE
47	PVT	LEE		BRUCE	BRUCE.LEE@US.ARMY.MIL	ALLEN.M.SMITH12@US.ARMY.MIL	SUBORDINATE

Example / HHB / Alpha Battery / Delta Battery / Forward Support Company / Golf Company / Extra Template

Ready

Unit Template Considerations

Scope
- Which leaders will be the focus of your event?
    - All unit leaders
    - Senior leaders
    - Mid-level leaders
   - Commander(s), CSM/1SG & Staff
    - PSG/PL and up
    - Only Officers
    - Only NCOs

Reporting (2 levels deep)
- What reports will give you the most benefit from your event
    - Parent URR (aggregate look at all leaders within the event)
    - Subordinate URRs (Aggregate look at all leaders within a subsection of an event)

UNCLASSIFIED V10 30 JUL 13   6

Building the Unit Template
"Reporting"

45	PFC	MCLEOD	Q.	MARK	MARK.Q.MCLEOD@US.ARMY.MIL	ALLEN.M.SMITH12@US.ARMY.MIL	SUBORDINATE
46	PV2	WILLIAMS	W.	SHANNON	SHANNON.X.WILLIAMS@US.ARMY.MIL	ALLEN.M.SMITH12@US.ARMY.MIL	SUBORDINATE
47	PVT	LEE		BRUCE	BRUCE.LEE@US.ARMY.MIL	ALLEN.M.SMITH12@US.ARMY.MIL	SUBORDINATE

HHB / Alpha Battery / Delta Battery / Forward Support Company / Golf Company / Template

Read

- MSAF system generates the PARENT URR by aggregating data gathered from all tabs/workbooks

Unit Rollup Report (URR)

- **Each Tab/Workbook can generate a URR**
- **System only allows for 2 levels deep (e.g., BN HQ/Staff and Company level URRs)**

UNCLASSIFIED V10 30 JUL 13   7

Development Phase

Individual Feedback Report

☐ After Collection is complete, the MSAF system posts an Individual Feedback Report (**IFR**) to the assessed leader's "My Events & Reports" page within the MSAF system. Leaders receive an e-mail informing them that their feedback report is ready.

☐ After reviewing their IFR, all leaders are encouraged to coordinate a *virtual coaching session* to discuss their report and possible ways to take action on the information.

☐ After Collection is complete, the commander receives a report, the Unit Roll-up Report (**URR**), that aggregates the data from all the leaders that participated in the assessment. This can assist commanders in developing future leader develop programs for their Soldiers by establishing a current snapshot of leadership trends in the unit.

UNCLASSIFIED V10 30 JUL 13   10

Development Phase
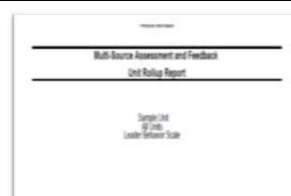
DON'T BE AFRAID TO PUSH THE BUTTON!

Coaches
☐ Teach and guide to help bring out/enhance current capabilities
☐ Help understand/appreciate current level of performance and potential
☐ Instruct on how to reach the next level of knowledge and skill
☐ Explain assessment results, identify strengths and developmental needs, recommend actions, and provide Individual Leader Development Plan (ILDP) guidance
☐ Keep individual and feedback guidance confidential

UNCLASSIFIED V10 30 JUL 13   11

Appendix G: Unit Event Operation Order Template

The following Unit Event Operation Order template is designed to provide key information about the unit event, while also including sections that are customizable for each unit that conducts and event. You're encouraged to use and modify this template to fit your unit's needs.

<div align="right">

SENIOR COMMANDER
[Insert unit address here]

</div>

OPERATION ORDER XXX-13 (insert unit name MSAF 360 ASSESSMENT UNIT EVENT)

This order has been directed and approved by Insert Commanders name here.

TIME ZONE USED THROUGHOUT: [Insert Standard Time]

REFERENCES:

  a. 2012 Center for Army Leadership Annual Survey of Army Leadership (CASAL): Main Findings. Technical Report 2013-1.
  b. U.S. Army MSAF 360 Website (https://msaf.army.mil).
  c. MSAF Unit Event Guide (27 September, 2013).
  d. ADRP 6-22 Army Leadership, August 2012

1. SITUATION.

   a. Enemy. According to the 2012 Center for Army Leadership Annual Survey of Army Leadership (CASAL), the Army would benefit from increased emphasis on improving leadership skills across all leader development domains. Findings have consistently shown over years that developing others and interpersonal tact are the lowest rated core leader competency and the lowest rated leader attribute, respectively. Findings also show a clear relationship between effective leadership and positive effects in the unit. Although the prevalence of negative leadership behaviors in the Army continues to be limited, leaders who demonstrate these negative behaviors have an adverse effect on both Soldier and unit outcomes.

   b. Friendly. The Center for Army Leadership's Army 360/Multi-Source Assessment and Feedback (MSAF) Program is intended to increase leader self-awareness and provide leaders with direction for leadership improvement and sustainment. The program supports portions of the Army strategy related to sustaining a force led by competent, confident and adaptive leaders. The impact is a better-led force, leaders who understand leadership competencies and attributes and who are capable to lead across the full spectrum of operations. It is the intent of the Chief of Staff of the Army that all leaders are provided with the opportunity for self evaluation of their leadership skills through periodic multi-source assessment and feedback *(See Annex A, MSAF Information Brief)*.

2. MISSION. On order**, [unit name]** conducts an MSAF 360 Assessment unit event at home station to improve leaders' self-awareness, highlight their strengths, identify their development needs, and implement individual and unit plans to improve leadership and unit performance.

3. EXECUTION (See Annex B, Unit-Level Planning and Procedures Guide).

   a. Commander's Intent.

   Purpose: The purpose of this operation is to have Soldiers participate in a comprehensive assessment of their leaders (E7-O6) based on Army doctrinal leadership competencies and behaviors. Leaders will receive confidential, objective feedback in an Individual Feedback Report (IFR) on their leadership from superiors, peers, and subordinates to compel and support the implementation of Individual Leader Development Plans (ILDPs) that further individual and organizational leader development goals. Unit commanders will receive a Unit Rollup Report (URR) that graphically and statistically displays an aggregate assessment of the leadership competences of all

assessed leaders in their unit that received an IFR. Commanders will use the URR to assess their current leader development efforts and determine the extent to which they have in place a deliberate, coherent system that addresses individual leader needs, the unit's mission, and organizational goals.

Key Tasks:

- Inform assessed leaders and participants of their roles and responsibilities for the successful accomplishment of this unit leader development event.
- Ensure participants and assessed leaders comply with administrative requirements in the Planning, Collection, and Analysis Coaching Phases of the operation.
- Identify Unit POCs and communicate the significance of their role in the successful accomplishment of this leader development event.
- Encourage maximum participation of Soldiers in the assessment of assessed leaders.
- Encourage assessed leaders to request virtual coaching based on IFRs.
- Assess current unit leader development efforts based on the URR.
- Maintain confidentiality of assessed leaders' survey groupings, IFRs, and URRs.

Endstate: [unit name] will have set the stage for individual leaders' personal and professional growth when assessed leaders have analyzed their respective IFRs, created an ILDP, and received coaching based on IFRs, and when commanders and command sergeants major have received coaching based on URRs, and improved unit leader development programs.

    b. **Concept of the Operation**. This operation consists of three phases.

    (1) **Phase I** (PLANNING). Phase I begins when the [unit name] POC begins initial coordination with the CAL MSAF POC. With the assistance of MSAF Support Operations Subject Matter Experts, designated unit representatives will work with designated Leaders and Assessors to populate the MSAF 360 Spreadsheet (event template). At a minimum, each leader should have 3 superiors, 5 peers and 5 subordinates to provide feedback. Unit POCs will ensure that all Leaders and Assessors register and log-on to the MSAF website. Soldiers must use their AKO (@US.ARMY.MIL) email address when they complete the spreadsheet and register on the MSAF site. See ANNEX C (MSAF LESSONS LEARNED) for additional information. Phase I ends when the MSAF Help Desk has validated assessed leaders' and participants' registration data and successfully loaded the unit event template into the MSAF database.

    (2) **Phase II** (COLLECTION). Phase II begins when all Leaders and Assessors receive a system-generated e-mail that informs them of the event and requests their participation. They will be directed to the MSAF website to complete optional training and to receive additional instructions for completing their assessments. Phase II ends when Leaders and Assessors have completed all their online assessments.

    (3) **Phase III** (DEVELOPMENT). Phase III begins when the MSAF automated system posts an IFR to each Assessed Leader's "My Events & Reports" page on the MSAF website. Assessed leaders will receive an e-mail via AKO informing them that their IFRs are ready. They will review their IFRs and have the option to coordinate a virtual coaching session to discuss their report and to create an ILDP. Assessed leaders who are also commanders will also receive a URR. These leaders have the option to conduct a virtual coaching session based on the URR in addition to the coaching session based on their IFR. Phase III ends when every assessed leader who requested a virtual coaching session has completed that individual coaching event.

    c. Scheme of Maneuver. The command will execute this event by [level of command]. Sequence of execution is [unit designations], in order. [level of command] will determine the sequence of execution within their respective formations and the duration of each phase of this operation for their respective unit events.

    d. **Tasks to Units.**

    (1) Determine sequence of execution for subordinate units.

    (2) Determine duration of each phase of the operation.

(**3**)   Identify Unit POC to plan and oversee execution of this operation.

(**4**)   Comply with procedures to monitor and report the progress the MSAF unit event.

(**5**)   Synchronize the MSAF unit event with other unit training, if possible.

(**6**)   Coordinate time on training schedule to allow all participants time to complete their part of the assessment.

e.   **Tasks to** <mark>[unit name]</mark> **Staff.**

(1)   Determine scope of MSAF unit event.

(2)   Develop scheme of maneuver for the MSAF unit event.

(3)   Determine sequence of execution for subordinate commands.

(4)   Inform Assessed Leaders and Assessors of their roles and responsibilities for the successful accomplishment of this unit leader development event.

(5)   Determine procedures to monitor and report the progress of each MSAF unit event.

<mark>(6)</mark>   Coordinate computer room with Education Center to facilitate the unit event.

f.   **Coordinating Instructions.**

(1)   This order is in effect upon receipt.

(2)   <mark>Commander's Critical Information Requirements.</mark>

(a) Priority Intelligence Requirements (PIR).

1.   Will the Planning Phase extend beyond predicted end date?

2.   Will the Collection Phase extend beyond predicted end date?

3.   Will the Analysis and Coaching Phase extend beyond predicted end date?

(b) Friendly Forces Information Requirements (FFIR).

1.   Elimination of any Assessed Leader from a unit event.

2.   Less than 10 Assessed Leaders in a unit scheduled for a URR.

(c) Essential Elements of Friendly Information (EEFI). Contents of unit event templates.

(2)   <mark>[Timeline] [Order of execution by DTG for participating subordinate units]</mark>

(3)   All Leaders and Assessors will establish a valid Army Knowledge Online (AKO) email address (@us.army.mil).

(4)   All Leaders and Assessors will register and log-on to the MSAF website (https://msaf.army.mil/LeadOn.aspx) using their AKO email address.

(5) Assessed Leaders and Assessors will comply with administrative requirements in the Planning, Collection, and Analysis and Coaching Phases of the operation.

(6) Assessed Leaders, Assessors and Unit POCs will maintain confidentiality of event templates, survey groupings, IFRs, and URRs.

b. Commanders and Unit POCs will be prepared to provide feedback to the MSAF Support Team by telephonic AAR at the completion of the MSAF Unit Event.

2. **SUSTAINMENT.**

a. MSAF Support Operations SME.

(1) Neil J. Frey. Cubic Applications. 913-680-2067. neil.frey@us.army.mil. neil.frey@cubic.com.

(2) Paul Bequette. Cubic Applications. 913-680-2036. paul.bequette@cubic.com.

b. MSAF Help Desk. 913-563-7239.

c. Army 360/MSAF Website (https://msaf.army.mil).

3. **COMMAND AND CONTROL.**

a. Command.

(1) [unit name] POC.

(2) Subordinate Unit POCs.

b. Signal. MSAF Support Operations SME will provide [unit name] POC an MSAF Assessment Completion Report weekly, or more often by request.

ACKNOWLEDGE:

[Commanders Signature/block]

OFFICIAL:

[Last Name]
G3/S3

ANNEXES:

ANNEX A: MSAF INFORMATION BRIEF
ANNEX B: MSAF UNIT EVENT GUIDE

Appendix H: Sample Unit Roll-up Report (URR)

Personal Information

Multi-Source Assessment and Feedback
Unit Rollup Report

Event Name: *Removed for Confidentiality Purposes*
All Units
Leader Behavior Scale (LBS) 2.0

Privacy Disclaimer

Information contained in this report is personal in nature and is the property of the individual listed on the report. It is the individual's responsibility to safeguard the report and the information in it. The decision to share the information contained in the report with others is solely the responsibility of the named individual.

Page: 1

Personal Information

Summary Graph   *Average is the mean of Superior, Peer, Self and Subordinate scores.
Event Name: *Removed for Confidentiality Purposes*
Assessment: Leader Behavior Scale (LBS) 2.0

☐ Average Standardized Response Other

Page: 2

Personal Information

Summary Report by Domain and Perspective
Event Name: *Removed for Confidentiality Purposes*
Assessment: Leader Behavior Scale (LBS) 2.0

☐ Average Standardized Response Peers
■ Average Standardized Response Self
☐ Average Standardized Response Subordinate
☐ Average Standardized Response Superiors

Page: 3
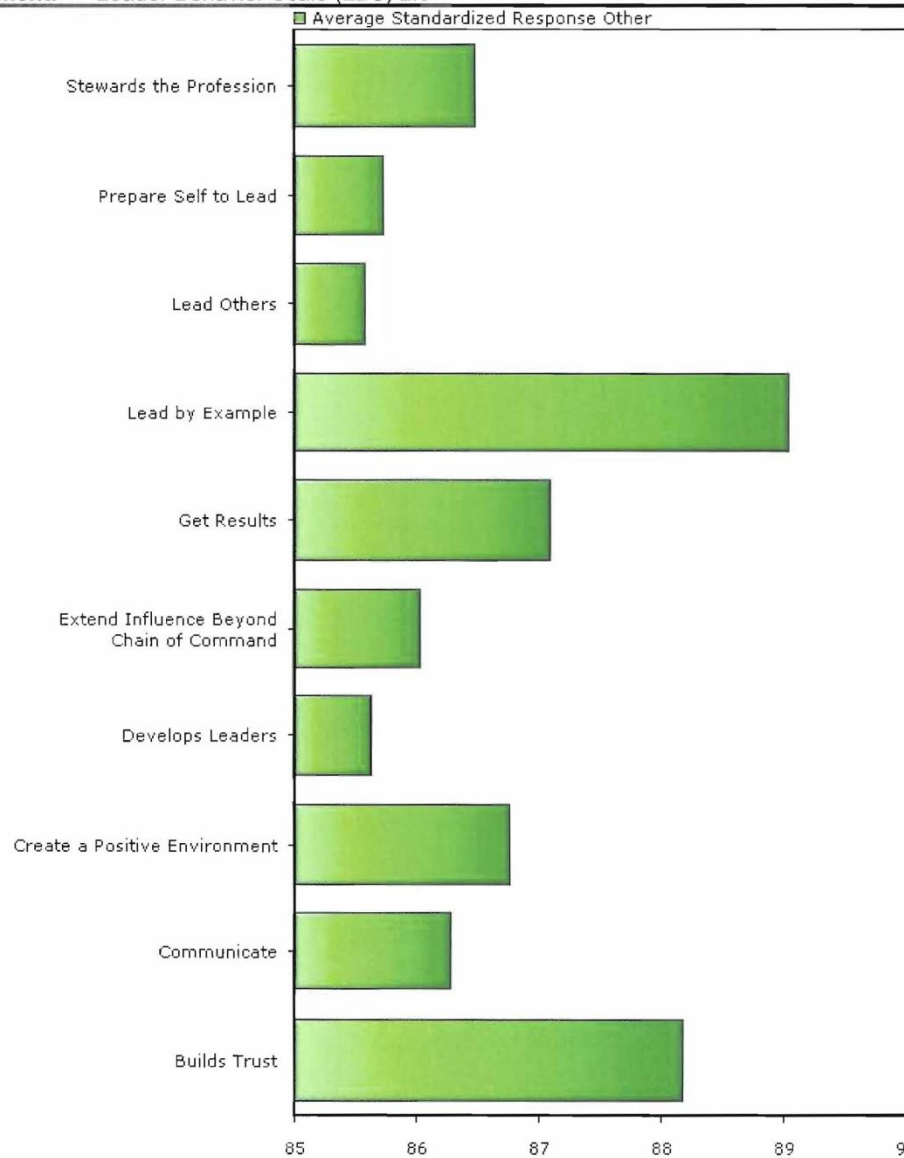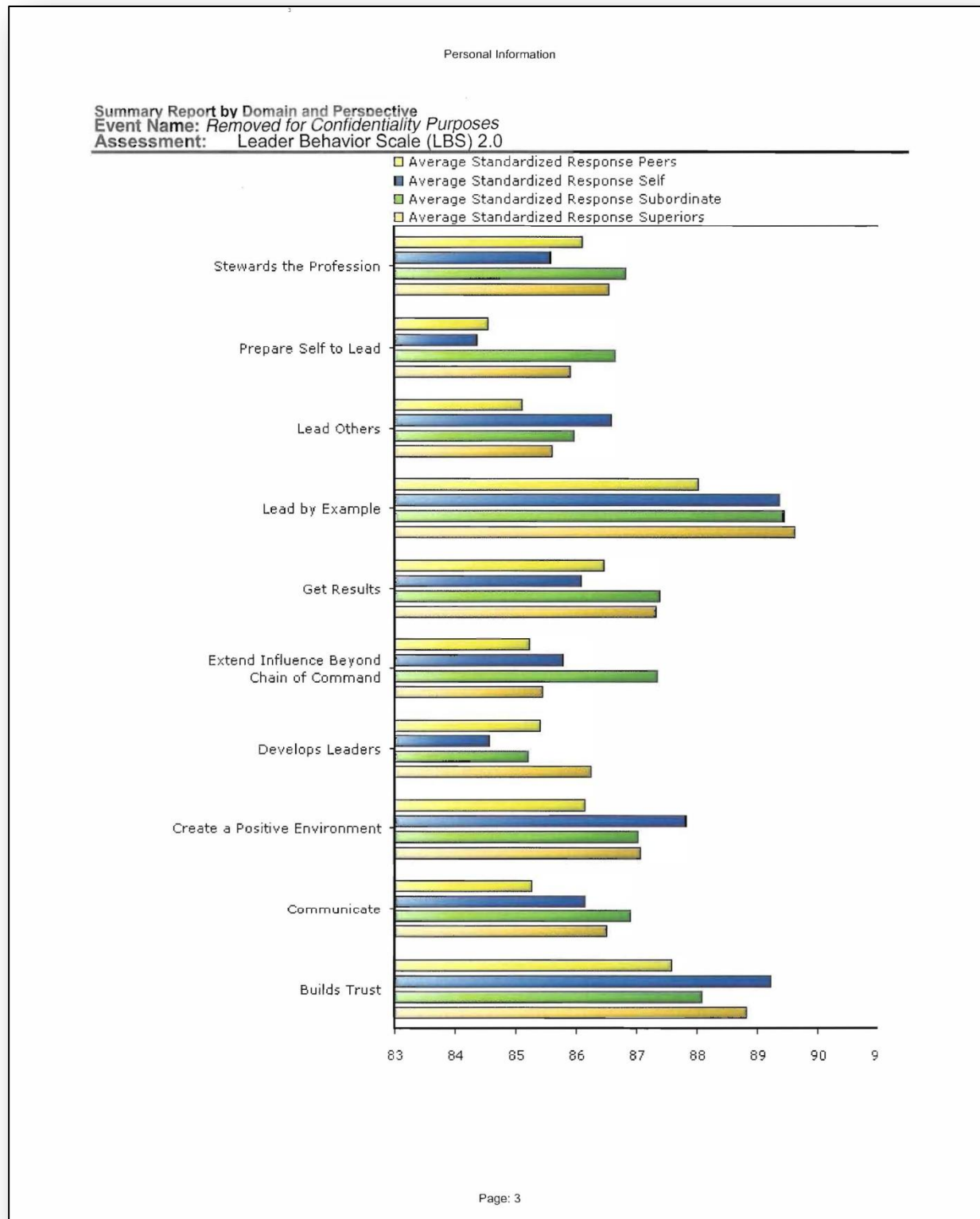
Personal Information

Legend:

Not Observed - no respondents provided feedback on this item.
Not Shown - some feedback was provided, but not shown here due to the low number of responses. This helps ensure anonymity.
Average Other - where applicable, this is the average of the superior, peer and subordinate feedback. If one or more of the respondent categories are not shown, then this is the average of those categories. If all categories have respondent data, then this column will show "N/A".

Rating Scale: 0 = Strongly Disagree, 100 = Strongly Agree

Builds Trust

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Builds and maintains positive working relationships	89.5	87.7	87.7	87.2	N/A
Confronts actions of others that undermine team trust	86.3	88.4	87.3	88.5	N/A
Keeps word and follows through on commitments to others	89.2	89.4	87.8	88.6	N/A
Treats others fairly regardless of their rank or position	91.9	89.8	87.5	88	N/A

Communicate

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Accounts for cultural differences when communicating with others	87.3	87.5	86	88.5	N/A
Achieves shared understanding	82.8	85.7	85.2	86.2	N/A
Engages others with appropriate communication techniques	86.3	85.3	84.5	86.1	N/A
Expresses ideas so they can be understood by the audience	86.8	86.9	85.8	87.8	N/A
Listens actively	87.5	87.1	84.8	85.9	N/A

Create a Positive Environment

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Creates a learning environment including treating setbacks as an opportunity to improve	85.3	85.3	84.4	85.6	N/A
Demonstrates care for people and their well-being	90.2	89.4	88.1	86.9	N/A
Encourages open and candid communications	88.2	86.8	86.9	87.2	N/A
Encourages subordinates to accept responsibility and act to advance the organization?s mission	87.7	87.1	85.8	88.2	N/A
Fosters teamwork and cooperation	87.7	86.7	85.5	87	N/A

Develops Leaders

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Actively encourages the development of others (e.g., self-study, training opportunities, job assignments, how jobs are structured)	86.3	86.7	85.9	86.6	N/A

Page: 4

Personal Information

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Assesses developmental needs of subordinates	82.6	84.8	84.1	83.8	N/A
Coaches others to develop or improve skills	84.8	86	84.8	84.1	N/A
Encourages development of team skills	86.8	87.3	87.1	87.2	N/A
Provides appropriate feedback to subordinates	82.1	86.4	85.1	84.3	N/A

Extend Influence Beyond Chain of Command

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Adjusts influence techniques to the situation and parties involved (e.g., indirect influence, consensus, diplomacy, alliances)	86.5	84.8	84.4	86.6	N/A
Builds rapport with those outside lines of authority	88.5	86.6	85.7	88.5	N/A
Negotiates with others to reach mutual understanding and to resolve conflict	85.5	85.8	85.9	87.3	N/A
Proactive in extending influence beyond the chain of command	82.6	84.6	84.9	87	N/A

Get Results

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Accomplishes the mission	91.7	90.7	89.5	91.5	N/A
Adjusts to external influences on the mission and organization	84.6	86.1	85.5	87.2	N/A
Does what it takes to be a highly proficient leader	85.8	87.5	86.5	88.4	N/A
Makes appropriate assignments or role delegation to subordinates or teams	86.3	86.8	86.7	87.1	N/A
Prioritizes tasks for teams or groups	86.8	86.2	86.4	86.8	N/A
Recognizes and rewards good performance	84.8	88	85.6	86.9	N/A
Removes work barriers or insulates subordinates from them (e.g., distractions, schedule conflicts, unimportant tasks)	82.6	86	85	83.8	N/A

Lead by Example

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Demonstrates commitment to the Nation, U.S. Army, and one's team members	92.9	92.8	90.4	91.1	N/A
Displays the knowledge and skills required by position	87.7	90.1	88	90.3	N/A
Leads with confidence in adverse situations	88	87.6	86.6	88.3	N/A
Models Army values consistently through actions, attitudes, and communications	89.2	91.2	88.7	88.3	N/A
Uses critical thinking and encourages others to do the same	89	86.4	86.4	89.2	N/A

Lead Others

Page: 5

Personal Information

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Balances requirements of mission with welfare of followers	87.5	86.3	85.9	84.3	N/A
Enforces high professional standards	86.3	85.6	85.1	87.3	N/A
Establishes clear intent and purpose	86.3	85.7	86.3	87.3	N/A
Motivates others by conveying the significance of work	87.5	85.9	84.1	86.1	N/A
Uses appropriate influence techniques to energize others	85.3	84.5	84.1	84.8	N/A

Prepare Self to Lead

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Applies knowledge of world affairs and geopolitical situations to job duties as appropriate	83.3	86.6	85.5	89.2	N/A
Considers and uses personal feedback received from others	84.8	85.9	84	83.2	N/A
Copes with stress to achieve mission objectives and maintain well-being	82.1	85.5	84.7	86.2	N/A
Recognizes how own actions impact others	85.8	84.1	83.7	83.4	N/A
Seeks and engages in learning opportunities	85.8	87.4	84.8	89.2	N/A

Stewards the Profession

Assessment Question	Self	Superiors	Peers	Subordinates	Average Other
Balances short-term mission requirements with long-term benefits to the organization	85.5	86.2	86.1	86.1	N/A
Creates an environment that encourages continuous improvement and innovation	86	86.6	85.4	86.7	N/A
Inspires individuals and organizations to do their best	85	86.7	85.9	87.2	N/A
Makes good decisions about all resources used or managed	85.8	86.7	87	87.3	N/A

Page: 6

Personal Information

Summary Report Highest to Lowest Rated Survey Behaviors

Highest Rated Behaviors   Average All   Domain

Behavior	Average All	Domain
Demonstrates commitment to the Nation, U.S. Army, and one's team members	91.5	Lead by Example
Accomplishes the mission	90.6	Get Results
Displays the knowledge and skills required by position	89.5	Lead by Example
Models Army values consistently through actions, attitudes, and communications	89.4	Lead by Example
Keeps word and follows through on commitments to others	88.6	Builds Trust

Lowest Rated Behaviors   Average All   Domain

Behavior	Average All	Domain
Removes work barriers or insulates subordinates from them (e.g., distractions, schedule conflicts, unimportant tasks)	84.9	Get Results
Uses appropriate influence techniques to energize others	84.6	Lead Others
Considers and uses personal feedback received from others	84.4	Prepare Self to Lead
Assesses developmental needs of subordinates	84.2	Develops Leaders
Recognizes how own actions impact others	83.7	Prepare Self to Lead

** Average All is the Mean of Superior, Peer, Subordinate

Page: 7

Appendix I: How to Populate and Validate Your Unit Event Template

The following are tips for accurately populating your Unit Event Template and then validating it with the MSAF Unit Event Coordinators. The more time you spend verifying the accuracy of your template on the front end, the less time you will spend correcting errors that are noted by the CAL team. Remember that this spreadsheet is uploaded into the MSAF system and used as the basis for your event; once you move into Collection, you cannot make any edits to your event. Therefore, if someone's email is listed incorrectly or someone is left off the list, he/she will not be able to participate.

ENTER DATA CORRECTLY

Populate your Unit Event Template with the rank/title, full name, email address, and grouping level for all participating leaders and assessors. When you do so, it's critical that you:

- **Use MSAF compatible email domains and addresses (i.e., AKO, NKO, etc.).** Do NOT use Enterprise email addresses (e.g., .mil@mail.mil) or any other MSAF non-compatible email domains.
- **Be sure email addresses have no spelling, typographical errors** (e.g., incorrect name spelling, double periods, missing "@" symbol), **and are complete** (e.g., no missing elements).
- **Ensure all emails are listed in the correct cells and aligned with the appropriate leader.**
- **Check that all assessed leaders and assessors that should be included on the spreadsheet are, in fact, included.**

VERIFY & CHECK EMAIL ADDRESSES

Verify each participant's MSAF compatible email address with that participant, either by sending an email or speaking to them about it. Doing so is imperative for the following reasons:

- User names/email addresses are not always the same for AKO and various .mil@mail.mil accounts. For example, you may have a user whose AKO is Joe.Snuffy@us.army.mil and his .mil@mail.mil might be Joe.T.Snuffy12.mil@mail.mil. (This can also occur when leaders get married/divorced.) Participants may tell you that you have the correct email the first time around, but verify it with them again to be safe.
- Participants with the same name can also cause issues. If another individual with the same name has already successfully registered in a previous event and his email has been validated within the system, this individual will receive emails about participation in the event, not the correct individual in your unit.

Remember that if email addresses are not correct and accurate, then participants will either not be able to participate in the event or will not receive emails about the event.

VERIFY THE "3-5-5" CRITERIA

Verify that each assessed leader meets the minimum "3, 5, and 5" criteria with regards to the number of assessors listed as superiors, peers, and subordinates. Leaders may have more than this number of assessors in each survey group, but they cannot have less.

Populating Your Unit Event Template SOPs: Quick Tips

- Check that MSAF-compatible email domains are used.
- Be sure email addresses have no spelling, typos, or missing elements.
- Ensure all emails are listed in the correct cells and aligned with the appropriate leader.
- Verify name spellings.
- Check that all participants are included on the spreadsheet.
- Verify that each assessed leader meets the minimum "3, 5, and 5" criteria.
- Ensure participants register on the MSAF website using the same email you have listed in your template.

VERIFY TAB/WORKBOOK STRUCTURE

If applicable, review the spreadsheet tabs/workbooks to ensure that all subordinate units have separate tabs/workbooks that match your unit's organizational structure or the structure approved by your Commander/Director. For example, 2-235 AIR BN event spreadsheet would have the following tabs/workbooks: A Co, B Co, C Co, D Co, F Co, and HHC. This allows for each company that has a tab to receive its own URR.

ENSURE PARTICIPANTS REGISTER IN THE MSAF SYSTEM

Once you've identified who will participate and verified that you're using the correct email address for each participating leader and assessor, ask all participants to log in and register on the MSAF website. This is a critical step in the process. Doing this on the front end will help ensure that the Unit Event Template system upload process is successful. If you submit the template to CAL without verifying that leaders have registered in the system, the upload won't be successful, and you'll have to go back and make corrections, thereby delaying progression into the Collection phase.

When you ask participants to register on the MSAF website, include the following:

- Ensure participants use the same email address that you have listed for them in the Unit Event Template. Verify this by sending them the email you have in the template and asking them to use this email to register. Do NOT send out the full template, however, as the template is a sensitive document.
  - o Once again, ensure participants use their AKO email when registering. They should not use their Enterprise email (e.g., .mil@mail.mil).
- Provide the registration link (https://msaf.army.mil/LeadOn.aspx) and information about MSAF training resources.
- Request that all participants confirm registration on the MSAF website (e.g., send you an email confirming that they have registered on the MSAF website to eliminate this as a possible reason for a failure in your spreadsheet upload).

ERRORS TO CHECK FOR WHEN CONDUCTING A QUALITY ASSURANCE CHECK

SPELLING/TYPOGRAPHICAL ERRORS

Search for spelling/typographical email address errors using the following techniques:

- Select "Find & Select" located at the top right of the Home Tab on the Microsoft Excel Ribbon.
- Select "Find" and a Find and Replace window will open.
- Type in various misspellings of @us.army.mil. Some examples would be:
  - o @usarmy.mil
  - o @us.amry.mil
  - o @us.ary.mil
  - o @us.army.mll
  - o @us.army.miil
  - o @us.armymil
- Continue to search various ways to misspell @us.army.mil.

INCORRECT EMAIL DOMAINS

Search for incorrect email domains by using the following steps:

- Select "Find & Select" located at the top right of the Home Tab on the Microsoft Excel Ribbon.
- Select "Find" and a Find and Replace window will open.

- Type in the various email addresses that the participants could use in place of an AKO email. Some examples would be:
    - .mil@mail.mil
    - .civ@mail.mil
    - @yahoo.com
    - @gmail.com
    - @hotmail.com

Continue to search for various incorrect email domains. As you've learned, the MSAF system will only support specific email domains. Attempts to use any other domains will result in your spreadsheet not uploading successfully into the MSAF system. The MSAF system currently supports the following email domains:

@us.army.mil	@____.edu	@stratcom.mil
@dcma.mil	@dia.mil	@pacom.mil
@us.af.mil	@dodiis.mil	@mda.mil
@navy.mil	@usuhs.mil	@jsf.mil
@usmc.mil	@ustranscom.mil	@hq.southcom.mil
@osd.mil	@ussocom.mil	@dtra.mil
@tma.osd.mil	@centcom.mil	@dcaa.mil
@uscg.mil	@eucom.mil	@socom.mil
@js.mil	@africom.mil	
@js.pentagon.mil	@northcom.mil	

INCORRECT EMAIL IN WRONG CELL

Search for incorrect email addresses placed in the wrong cells. Occasionally, you will find that an incorrect email address has been placed in the areas slotted for the leader. When that happens, use the following steps:

- Start at the top of the spreadsheet and review each leader's email address listed in column E (line is highlighted with yellow and designated "self" in column g).
- Compare the email address found for the leader in column E to those listed in column F. They should match.
- Do this for every leader.
- Continue to search the entire spreadsheet for any email addresses listed in the wrong cell.

Appendix J: Sample Assessment Completion Report

Below is a small sample of a fictional unit's Assessment Completion Report. A full report would contain an alphabetical listing of all leaders participating in the event, including assessed leaders and assessors, and the status of their surveys.

Personal Information

Multi-Source Assessment and Feedback

Assessment Completion Report

		Incomplete	Complete	Total
Event Name:	**Leaders:**	68	10	78
Start Date: 6/9/20XX 12:00:00 AM	**Assessors:**	345	786	1131
End Date: 6/26/20XX 11:59:59 PM	**Assessments:**	1159	50	1209
Description:				

Privacy Disclaimer

Information contained in this report is personal in nature and is the property of the individual listed on the report. It is the individual's responsibility to safeguard the report and the information in it. The decision to share the information contained in the report with others is solely the responsibility of the named individual.

Page: 1

Personal Information

Leader: CPT LUDICROUS M GOOGLE

Superior

MAJ JOHN A SMITH	*Not Started*
MAJ ROGER Z SMITH	*Not Started*
LTC REGINALD X SANDERS	Completed on 6/17/20XX 8:35:08 PM

Peer

CPT TED M SNACKPACK	*Not Started*
CPT SALLY T JONES	*Not Started*
CPT JEFFREY A OMEGA	*Not Started*
CPT DARCY E JONES	*Incomplete, started: 7/03/20XX 1:45:28 PM*
CPT JOE A FIRE	*Not Started*

Subordinate

SGM JOSEPH D JOHNSON	Completed on 6/21/20XX 5:35:23 PM
SFC STEVE A JOHNSON	Completed on 6/15/20XX 7:40:10 AM
SFC MARK Q JOHNSON	*Not Started*
PVT RUSTY X WILLIAMS	Completed on 6/20/20XX 8:35:01 PM
PVT BRUCE C WILLIAMS	Completed on 6/16/20XX 10:50:18 AM

Self

CPT LUDICROUS M GOOGLE	*Not Started*

Leader: 1LT JOAN E TWITTER

Superior

CPT TED M SNACKPACK	*Not Started*
CPT LUDICROUS M GOOGLE	*Not Started*
LTC REGINALD X SANDERS	Completed on 6/9/20XX 12:15:25 PM

Peer

1LT HUEY X GUINNESS	Completed on 6/12/20XX 2:12:07 PM
1LT MICHAEL S SHOP	Completed on 6/14/20XX 3:45:01 PM
1LT OZZY OZBORNE	*Not Started*
1LT MARY E KAY	Completed on 6/28/20XX 7:21:04 PM
1LT JIMMY A JOHNS	*Not Started*

Page: 2

Personal Information

Peer

      1SG TOM B COLLINS   Completed on 6/15/2013 9:07:08 PM
      1SG SALLY T SMITHERS   *Incomplete, started: 6/9/2013 11:55:29 AM*
      MSG MAC S STEVENSON   Completed on 6/28/2013 6:27:17 PM
      1SG JACK C TRUTH   *Not Started*
      1SG BILLY J WATER   *Not Started*

Subordinate

      SPC STEVE A JACKSON   Completed on 6/29/2013 11:19:12 PM
      SGT DERRIK D JOHNSON   *Not Started*
      PVT BRUCE LEE   *Not Started*
      PFC MARK Q MCLEOD   *Not Started*
      PV2 SHANNON X WILLIAMS   *Incomplete, started: 6/18/2013 8:03:19 AM*

Self

      1SG GARY C GRIBBLE   Completed on 6/13/2013 12:14:42 PM

===

Note: The above is a small sample of a full Assessment Completion Report. A full completion report would continue on alphabetically (by leader) listing all assessed leaders, assessors and the status of their surveys. The more participants that you have, the longer this report will be.

Appendix K: Sample Emails to Distribute to Initiate the Development Phase in Your Unit Event

Email #1: *This email was distributed by a Unit POC whose unit was receiving face-to-face coaching. Face-to-face coaching is available in select cases and should be discussed with the MSAF Government and Unit Event Coordinators if it is desired. Otherwise, all coaching will be conducted virtually.*

[Unit Name],

Below is information about what MSAF coaching is and how to request it. MSAF coaches will conduct coaching from [Insert Dates] for those leaders already identified for face-to-face coaching. Individual Feedback Reports (IFRs) need to be submitted to the MSAF coaches in order to receive coaching. All personnel that were assessed are STRONGLY encouraged to request coaching. Please contact me if you have any questions. Thank you.

MSAF Coaching

MSAF coaches have walked in your boots as leaders and are here to lend a hand. They have been specially trained in the MSAF 360 Instruments and use the International Coaching Federation Coaching Model in ways to foster leadership improvement. MSAF coaches help leaders understand and appreciate their current level of performance and potential. Coaches help to explain survey results, identify strengths and developmental needs, provide insight or suggestions on how to reach the next level of knowledge and skill, and guide a leader through the creation of an individual development plan (IDP). All coaches are uniquely qualified to provide developmental feedback tempered by experience. Most coaches are experienced former senior officers, warrant officers, NCOs and DA civilians.

How Does It Work?

You can send an individual request to the MSAF Coaching LNO outlined below. You will then receive an electronic notification of your assigned coach who will then in turn contact you either by email or phone to set up a date/time for the session.

With just a 45-60 minute telephonic coaching session scheduled to be convenient to your calendar, MSAF coaches will assist you in interpreting your Individual Feedback Report (IFR) and constructing your Individual Development Plan.

- MSAF coaches are not in your chain of command and are here to help you be at your best.
- Coaching sessions are confidential and comply with privacy procedures as directed by Army policy.

How Do You Begin?

To schedule a coaching session send a request for coaching using the MSAF website: http://msaf.army.mil/LeadOn.aspx. There is a "Request Coaching" button that also starts the process.

Email #2:

Thank you for your participation and patience in the 360 Review process. I am happy to report that after volunteering to participate in the process, completing your self-assessment, and dealing with multiple e-mails from the MSAF website and myself regarding various aspects of the 360 Review process, we are approaching the end.

Sometime on [Insert Date], you will receive an e-mail from the MSAF contractor informing you that your Individual Feedback Report (IFR) is available. Please go to the MSAF website noted in the e-mail and download/print your IFR, saving a copy for the next step of the 360 Review process.

The detailed IFR will first provide summarized information regarding your scores in the following areas: (1) Prepares Self to Lead; (2) Overall Leadership; (3) Leads Others; (4) Leads by Example; (5) Gets Results; (6) Extends Influence Beyond the Chain of Command; (7) Develops Leaders; (8) Creates a Positive Environment, and (9) Communicates. Second, the IFR will break down each of the nine areas into the assessment questions that were asked as part of the MSAF survey. Each assessment question will then contain scores reflecting your self-assessment, the summarized scores of superiors, summarized scores of peers, and summarized scores of subordinates. Third, your highest and lowest rated survey areas among the nine outlined above will be noted. Finally, the IFR will note responses regarding your greatest strengths and developmental needs.

Be assured that the IFR is private and will not be used for your annual performance evaluation. No one within our organization will be able to see the results of your IFR. Likewise, you will not be able to see individual reviewer responses to the assessment questions.

Now comes the most important part of the 360 Review process – job coaching, which participants from the first phase of the 360 Review process found to be the most valuable element of the whole process.

Coaching, which is not mandatory, is run by the Center for Army Leadership, which manages the Army's MSAF process. Coaches are contractors and are a talented pool of retired military officers, warrant officers, non-commissioned officers, and senior civilians who have served in high level leadership positions, were actively involved in leadership development while on active duty or in civil service, are certified by the International Coaching Federation (ICF), and use the ICF Coaching Model to foster leadership improvement. Coaches have a wide variety of backgrounds and experiences, including those who have been attorneys. The job coaches will help our MSAF 360 participants understand and appreciate their current level of performance and potential. More importantly, coaches explain survey results, identify strengths and developmental needs, provide insight or suggestions on how to reach the next level of knowledge and skill, and guide MSAF 360 participants in creating a roadmap for further leadership development.

The virtual coaching sessions are conducted via phone and last 45-60 minutes. Visit the MSAF website to request a coach: http://msaf.army.mil/LeadOn.aspx. Select the Request Coaching button to start the process. You will be asked to provide your name, the position you hold, your phone number and e-mail address, and dates/times you would be available for a coaching session. You must also identify your unit, which is "Unit event name goes here."

You will then receive an e-mail informing you of your coach. Your coach will call/e-mail you to schedule the coaching session. Next, and this is critical, you must provide the assigned job coach a copy of your IFR so that he/she can review/assess it prior to your scheduled coaching session.

All coaching sessions must be completed within 30 days of receiving your IFR. All coaching sessions are private and no information will be passed by the coach to anyone within our organization/unit. Further, your IFR will be appropriately handled in accordance with DOD Privacy Act policies and will be destroyed by your coach upon completion of your coaching session.

The final step of the MSAF 360 process will be after completing the job coaching to enter "unit name/web system" and note that you have participated in the "Unit Name" MSAF 360 process.

If you have any questions, please do not hesitate to contact me.